

Loaves And Fishes Ministry

Executive Director / CEO

EIN 581880653

GA · NTEE L41Z

FY ending 2023-06-30

June 9, 2026

This analysis benchmarks the total compensation of **Jacob Ferro, Executive Director / CEO** (\$61,837) against **every comparable organization** that fit the selection criteria — **92** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **43rd** percentile of comparable organizations within the typical range

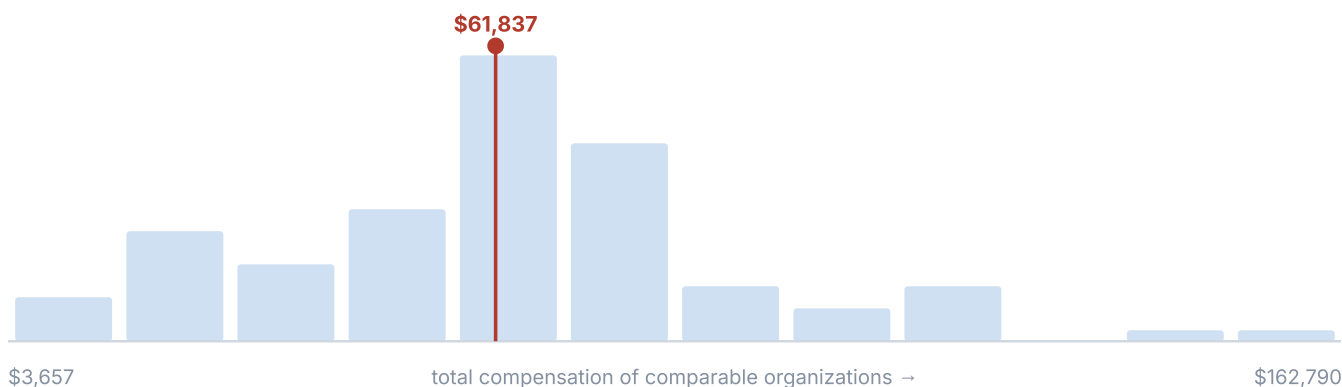
Benchmarked executive: Jacob Ferro — reported title “Executive Director”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (L41Z).
BUDGET	Total revenue between \$322,344 and \$721,666 — 0.67x to 1.50x the subject's \$481,111 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (L41), nationwide + budget 0.67–1.5x revenue.

92 organizations qualified on sector, size, and geography → **92** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$28,077	\$46,207	\$65,469	\$75,969	\$96,037	\$61,837
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● Comparable organizations

Each figure is Form 990 Part VII columns D + F (reportable pay plus other compensation and benefits; column F may include amounts from related organizations), normalized to GA cost of living (BEA RPP, 2023) and to its filing year (CPI-U); the reported amount is on each linked 990.

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Hope Avenue Twin Cities	MN	\$481,886	Board Member	\$6,000	\$5,727	2024
Access House Inc	NY	\$483,315	Treasurer	\$25,733	\$22,463	2024
The Salvation Army El Sobrante Residence Inc	CA	\$483,473	President	\$32,694	\$28,077	2023
Community Supportive Living Systems	IL	\$478,532	President/ce	\$74,733	\$73,071	2023
Ministerial Association Temporary	TN	\$476,869	Executive Director	\$49,585	\$49,051	2025
Compassionate Hands Inc	TN	\$475,540	Executive Director	\$69,520	\$70,591	2024
Unseen Faces Foundation Inc	CA	\$467,811	President	\$45,000	\$38,646	2023
La Roca Ministries Inc	CA	\$466,366	Cfo	\$48,000	\$40,039	2024
Calvary Refuge Inc	GA	\$461,266	Executive Dir.	\$84,706	\$82,276	2024
The Open Shelter Inc	OH	\$501,091	Excutive Dir	\$53,847	\$55,094	2024
Safehome Systems Inc	VA	\$503,565	Executive Di	\$60,000	\$57,617	2023
At Jacobs Well Inc	MD	\$458,285	Executive Dir.	\$57,829	\$52,227	2024
Helping Hand Outreach Ministries	NH	\$504,291	Executive Director	\$72,619	\$66,688	2023
Homeward Bound In Puyallup	WA	\$505,660	Executive Director	\$95,769	\$82,828	2024
Opportunity Place Inc	FL	\$448,000	Executive Director	\$63,649	\$56,272	2025
Albany Rescue Mission	GA	\$446,601	Ceo	\$63,950	\$62,115	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Goshen Help	WY	\$515,640	Executive Director	\$74,052	\$74,626	2025
Nashville Launch Pad Inc	TN	\$445,645	Executive Di	\$62,115	\$64,935	2023
Inner City Night Shelter Inc	GA	\$440,932	Executive Di	\$86,590	\$84,106	2024
Room At The Inn	MI	\$522,363	Executive Director	\$70,576	\$70,370	2024
Beheard Movement Inc	OK	\$522,620	Executive Director	\$63,435	\$67,476	2024
Moravian Open Door Inc	NY	\$438,968	Executive Director	\$74,865	\$65,351	2024
Daisys Place A Shelter For Women And	NJ	\$523,304	Executive Dir.	\$4,118	\$3,657	2023
Sarah Jane Bentley Foundation	PA	\$438,266	Executive Dir	\$100,300	\$96,623	2024
A Little Bit Of Heaven	IL	\$525,638	Executive Ceo	\$89,483	\$84,983	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to GA cost of living and 2023 dollars. Click any organization to verify the figure on ProPublica.

■ Methodology

Comparable organizations were drawn from electronically filed IRS Form 990 returns and matched on sector (NTEE code), budget (a size-adaptive revenue band that tightens as the organization grows), and geography (same-state first, broadening only when too few peers qualify); every organization within the band forms the peer set. To compare fairly across regions and years, peer compensation is normalized to GA cost of living (BEA Regional Price Parities, 2023) and to the subject's filing year (CPI-U). The figure benchmarked is Form 990 Part VII, Section A, columns D + F — reportable pay plus other compensation, benefits, and deferred amounts (column F may include amounts from related organizations) — with the chief executive matched by role. Related-organization amounts (column E) and institutional trustees are excluded. Full methodology: peerbasis.org/methodology.

■ Sample, role match & sensitivity

PEER COUNT	92 organizations. Compensation range \$3,657–\$162,790; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$481,111); for reference, expenses \$414,026 and assets \$558,745.
ROLE MATCH	Jacob Ferro, reported title <i>"Executive Director"</i> , benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY	5 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	3 peers fall outside 1.5× the interquartile range — consider whether any reflect one-time payments (severance, deferred-comp payouts).

Sensitivity — the subject's percentile under alternative compensation definitions:

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	43 rd
Total compensation (D + F), as reported (no adjustments)	41 st
Reportable pay only (column D), adjusted	43 rd
All sources (D + E + F), adjusted	38 th

If the percentile moves materially across these definitions, the result is sensitive to methodology choices, and the board should weigh which basis best fits its facts.

● Rebuttable presumption of reasonableness · 26 CFR 53.4958-6

Compensation paid by a tax-exempt organization is presumed reasonable — shifting the burden to the IRS — when three requirements are met. This report supplies the comparability data for the second. The board should record the following in its minutes *concurrently* with its decision:

Draft board minutes – executive compensation

1. The compensation of the Executive Director / CEO (Jacob Ferro) was approved in advance by [the Board / Compensation Committee], composed of members with no conflict of interest with respect to the arrangement.
2. Prior to its determination, the authorized body obtained and relied upon appropriate comparability data, namely the PeerBasis Compensation Comparability Determination dated June 9, 2026, comparing compensation against 92 similarly situated organizations (Same NTEE sector (L41), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$61,837 is reasonable (approximately the 43rd percentile of comparable organizations) and documented the basis for this determination concurrently, on [date], by a vote of [__ for / __ against].

Sources: IRS Form 990 e-file data (apps.irs.gov); IRS Business Master File (NTEE classification). Every figure traces to an original public filing — click any organization above to verify it on ProPublica. PeerBasis is a service of Prismind Analytics; its [methodology is published](#), was commissioned for independent adversarial review, and discloses its own limitations. This report is comparability data to support a board's good-faith determination under IRC 4958; it is not legal or tax advice. Generated by PeerBasis on June 9, 2026.