

4 Saints Episcopal Food Pantry

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Ashley Blains, Executive Director / CEO** (\$7,500) against **every comparable organization** that fit the selection criteria — **62** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **11th** percentile of comparable organizations below the typical range for comparable organizations

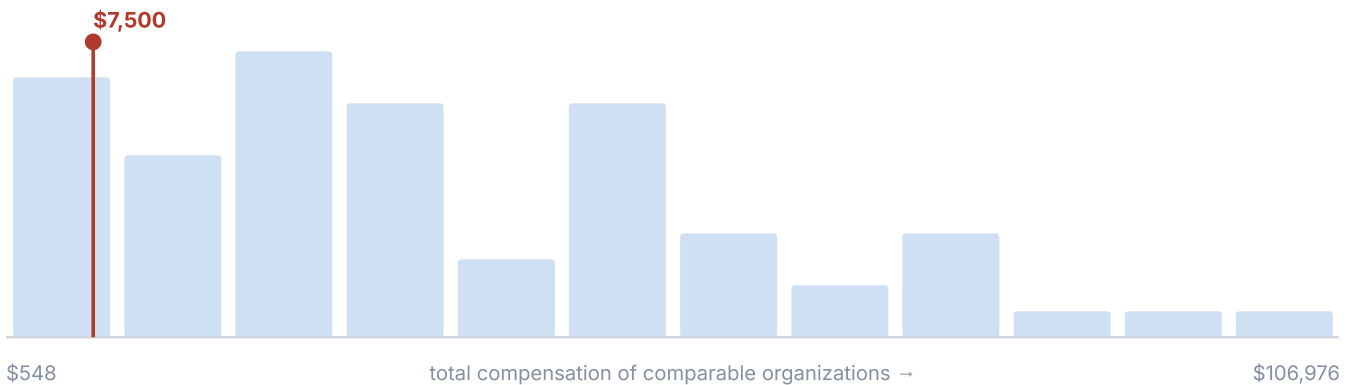
Benchmarked executive: Ashley Blains — reported title "Executive Dir.", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (K31).
BUDGET	Total revenue between \$171,112 and \$383,088 — 0.67x to 1.50x the subject's \$255,392 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (K31), nationwide + budget 0.67–1.5x revenue.

62 organizations qualified on sector, size, and geography → **62** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$6,222	\$16,729	\$30,418	\$50,487	\$71,180	\$7,500
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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 TX 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
Mukwonago Food Pantry	WI	\$251,074	Exec. Director	\$58,667	\$63,060	2023
Sunrise Christian Food Ministry	CA	\$249,710	Board Member	\$34,300	\$29,609	2024
Circle You Help Center Inc	IN	\$263,817	Executive Di	\$34,154	\$35,078	2025
Caldwell County Christian Foundation	TX	\$246,282	Exec. irecttor	\$60,288	\$60,288	2024
Gleaners Dispatch Inc	FL	\$245,912	President	\$24,700	\$23,882	2023
Good Samaritan Meals Corp	FL	\$265,062	Vp-operations	\$5,541	\$5,204	2024
Gardenshare Inc	NY	\$270,002	Executive Di	\$60,909	\$55,022	2024
Your Neighbor's House	TX	\$239,093	Executive Director	\$44,992	\$46,321	2023
Astoria Food Pantry Inc	NY	\$235,826	Board Member	\$3,000	\$2,790	2023
All Faiths Pantry	OH	\$277,295	Executive Director	\$30,870	\$33,652	2023
Living Stones	PA	\$233,220	Executive Di	\$51,000	\$50,843	2024
Cultivate Abundance Inc	FL	\$230,805	Executive Di	\$113,910	\$106,976	2024
Hunger Fighters Oregon	OR	\$229,556	Executive Director	\$90,428	\$83,950	2024
Madras Community Food Pantry	OR	\$281,766	Executive Director	\$12,000	\$11,140	2024
Feeding Our Kids	IL	\$282,181	Executive Director	\$38,644	\$37,980	2024
Northern Stokes Food Pantry Inc	NC	\$228,071	Board Member	\$3,750	\$3,874	2024
Milly's Pantry Inc	NY	\$226,989	Executive Director	\$54,708	\$49,420	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Brooklyn Rescue Mission Urban Harvest Center Inc	NY	\$226,034	President	\$25,000	\$23,250	2023
Heart 2 Hand Bingham Food Pantry Inc	ID	\$285,788	Director	\$500	\$548	2023
Lacey Food Bank Inc	NJ	\$286,560	Trustee	\$10,400	\$9,283	2024
Families Feeding Hope Foundation	OK	\$223,322	Director	\$4,255	\$4,823	2023
Jackson Community Food Pantry	MI	\$222,374	Executive Director/treasurer	\$31,600	\$32,606	2024
One Love Community Inc	NY	\$289,337	President	\$62,308	\$56,286	2024
Families Helping Families Ministries Inc	GA	\$221,403	President	\$28,650	\$28,798	2024
Bullhead Regional Food Bank Inc	AZ	\$218,487	Executive Dir.	\$4,615	\$4,437	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to TX cost of living and 2024 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 TX 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 62 organizations. Compensation range \$548–\$106,976; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$255,392); for reference, expenses \$183,317 and assets \$847,874.

ROLE MATCH Ashley Blains, reported title "*Executive Dir.*", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY	2 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	1 peer 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	11 th
Total compensation (D + F), as reported (no adjustments)	11 th
Reportable pay only (column D), adjusted	15 th
All sources (D + E + F), adjusted	11 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 (Ashley Blains) 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 62 similarly situated organizations (Same NTEE sector (K31), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$7,500 is reasonable (approximately the 11th 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.