

Utah Charities

Executive Director / CEO

This analysis benchmarks the total compensation of **Mercedes Zell-pappas, Executive Director / CEO** (\$10,400) against **every comparable organization** that fit the selection criteria — **53** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 8th percentile of comparable organizations

below the typical range for comparable organizations

Benchmarked executive: Mercedes Zell-pappas — reported title "President", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR Organizations sharing the subject's NTEE classification (K30).

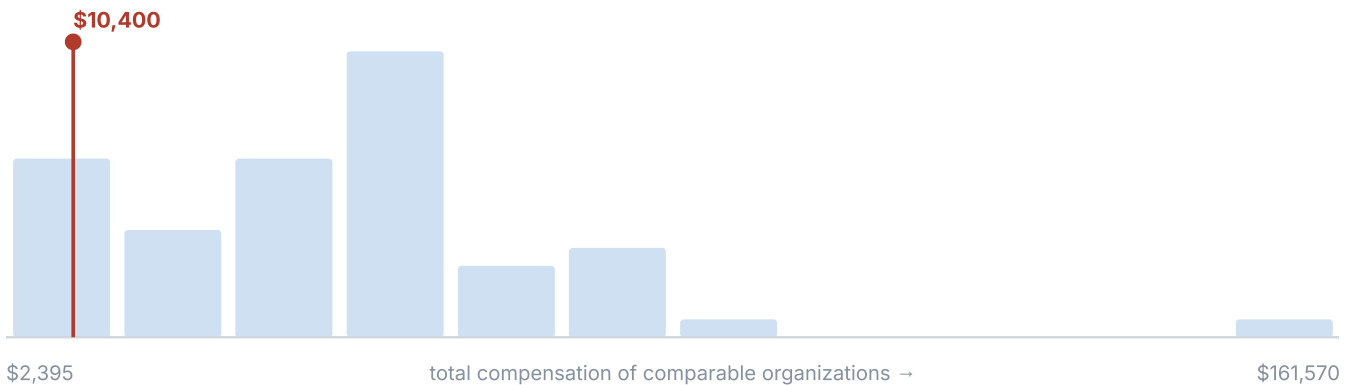
BUDGET Total revenue between \$106,378 and \$238,161 — 0.67x to 1.50x the subject's \$158,774 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (K30), nationwide + budget 0.67–1.5x revenue.

53 organizations qualified on sector, size, and geography

→ **53** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$11,826

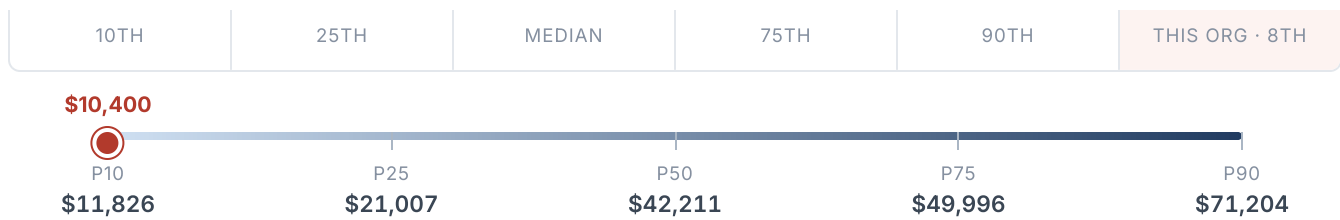
\$21,007

\$42,211

\$49,996

\$71,204

\$10,400



■ 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 UT 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
Healthy Kids Katering Service Of Paterson Inc	NJ	\$162,422	Director	\$12,064	\$10,835	2023
Dulles South Soup Kitchen Inc	VA	\$162,569	Director	\$36,000	\$33,962	2024
Harvest Rural Feeding Services Inc	AR	\$163,316	Officer	\$8,550	\$9,149	2025
Forsyth Backpack Program	NC	\$153,389	Executive Director	\$18,343	\$18,041	2025
Snack In A Backpack Inc	GA	\$165,273	Director	\$31,763	\$31,205	2024
Community Food Bank	IN	\$149,069	Manager	\$12,000	\$12,364	2024
Gumdrops Nfp	IL	\$148,370	President	\$31,200	\$29,970	2024
Novick Urban Farm	PA	\$170,617	Project Manager	\$45,215	\$44,056	2024
Hungry Heroes Incorporated	SC	\$171,853	President	\$61,213	\$64,238	2023
Taunton Area Community Table Inc	MA	\$144,909	Director	\$39,000	\$35,254	2023
Stillwater Mobile Meals Inc	OK	\$172,720	Executive Dir.	\$44,358	\$47,724	2024
Emerge Inc	CT	\$173,477	President	\$26,250	\$23,428	2025
Vittles For Vets	VA	\$175,714	President/director	\$8,462	\$7,983	2024
Feed Buffalo Inc	NY	\$141,575	Executive Director	\$74,254	\$67,495	2023
Hunger Impact Partners	MN	\$184,195	Chief Exec O	\$167,352	\$161,570	2024
Alliance For Better Nutrition Inc	IN	\$132,378	President/se	\$44,735	\$46,094	2024
Bethany Center	OH	\$186,012	President	\$40,000	\$42,617	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Giving In Kindness In Arkansas Inc	AR	\$189,359	President And Director	\$45,788	\$50,287	2024
Cooking For Long Island Veterans	NY	\$190,012	Officer	\$16,000	\$14,126	2024
Germantown Help Inc	MD	\$190,606	Exec Director/ceo	\$75,734	\$71,224	2023
Friday Night Supper Program Inc	MA	\$191,069	Executive Director	\$59,173	\$51,954	2024
Gorham Ecumenical Food Pantry	ME	\$196,126	Executive Director	\$13,500	\$13,598	2023
East Kentucky Dream Center Inc	KY	\$197,997	Director	\$28,229	\$29,633	2024
Community Markets Inc	WV	\$204,602	Operations Manager	\$47,259	\$49,996	2024
Soup For The Soul Org Inc	KY	\$204,886	Program Manager	\$42,952	\$46,420	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to UT 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 UT 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	53 organizations. Compensation range \$2,395–\$161,570; filing years 2021–2025.
SIZE BASIS	Matched on total revenue (\$158,774); for reference, expenses \$182,396 and assets \$729,598.
ROLE MATCH	Mercedes Zell-pappas, reported title <i>"President"</i> , benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY 1 peer 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	8 th
Total compensation (D + F), as reported (no adjustments)	8 th
Reportable pay only (column D), adjusted	11 th
All sources (D + E + F), adjusted	8 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 (Mercedes Zell-pappas) 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 53 similarly situated organizations (Same NTEE sector (K30), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$10,400 is reasonable (approximately the 8th 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.