

# Framingham Housing Development

Executive Director / CEO

EIN 043230028

MA · NTEE L25Z

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Paul Landers, Executive Director / CEO** (\$33,846) against **every comparable organization** that fit the selection criteria — **25** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **40<sup>th</sup>** percentile of comparable organizations within the typical range

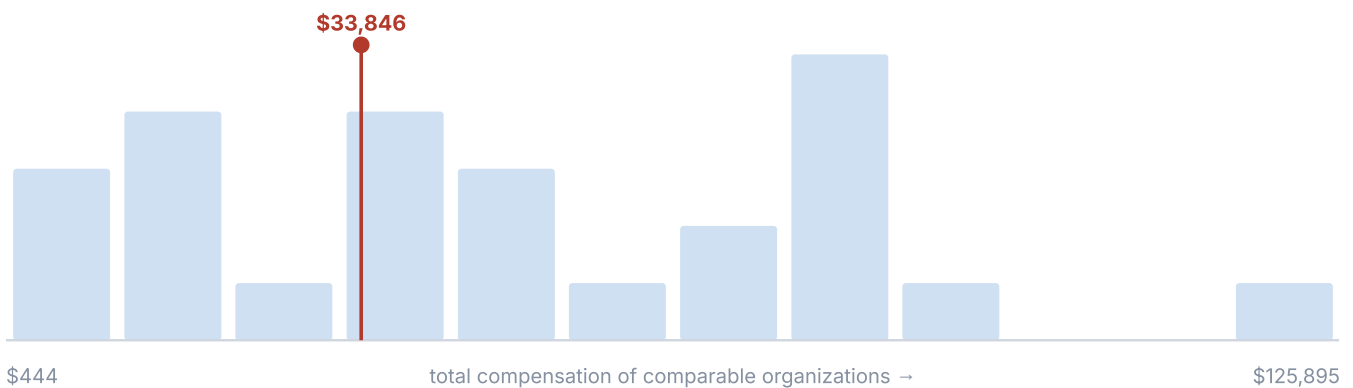
**Benchmarked executive:** Paul Landers — reported title “EXECUTIVE DIRECTOR”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (L25Z).
BUDGET	Total revenue between \$171,054 and \$382,957 — 0.67x to 1.50x the subject's \$255,305 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (L25), nationwide + budget 0.67–1.5x revenue.

**25** organizations qualified on sector, size, and geography → **25** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$9,249	\$21,036	\$50,493	\$74,394	\$80,298	<b>\$33,846</b>
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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 MA 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
<a href="#">Mental Health Care Affordable</a>	FL	\$255,330	Ceo	\$38,786	<b>\$41,745</b>	2023
<a href="#">West Oak Lane Community Development Corp</a>	PA	\$257,628	Director	\$53,737	<b>\$61,395</b>	2023
<a href="#">Crotched Mountain Of New York I East</a>	NH	\$249,035	President & Ceo	\$32,010	<b>\$32,892</b>	2024
<a href="#">Otr Adopt Inc</a>	OH	\$244,767	Executive Director/president	\$42,000	<b>\$50,966</b>	2023
<a href="#">Andover Community Trust</a>	MA	\$238,748	Executive Dir.	\$50,972	<b>\$50,972</b>	2024
<a href="#">Outreach For Addiction Ministry Inc</a>	KY	\$274,351	Vice President Director	\$5,000	<b>\$5,978</b>	2024
<a href="#">Christmas In Action</a>	TX	\$233,619	Executive Director	\$25,000	<b>\$27,829</b>	2024
<a href="#">Grace House Of Baton Rouge Inc</a>	LA	\$278,630	Executive Director	\$65,000	<b>\$82,002</b>	2023
<a href="#">The Mountain Moving Ministry</a>	MO	\$279,591	President	\$1,100	<b>\$1,297</b>	2024
<a href="#">Rebuilding Together Of South Al</a>	AL	\$228,897	Executive Director	\$65,441	<b>\$76,646</b>	2025
<a href="#">Grand Forks Community Land Trust</a>	ND	\$227,864	Executive Director	\$103,090	<b>\$125,895</b>	2024
<a href="#">Jacobs Ladder Community Development Corporation</a>	TN	\$226,011	Exec Director/ceo	\$27,621	<b>\$32,309</b>	2024
<a href="#">Rebuilding Together Muscatine County Inc</a>	IA	\$218,296	Executive Director	\$14,500	<b>\$17,212</b>	2025
<a href="#">Turn Back The Block Inc</a>	GA	\$298,531	Executive Director	\$60,250	<b>\$67,415</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Town Clock Community Development</a>	NJ	\$309,594	Executive Director	\$76,000	<b>\$77,742</b>	2023
<a href="#">Jeremiah Development Nfpc</a>	IL	\$198,403	Outreach Specialist	\$12,939	<b>\$14,156</b>	2024
<a href="#">Friends Development Corporation</a>	MA	\$194,971	Clerk	\$21,036	<b>\$21,036</b>	2024
<a href="#">Rivertree Apartments Inc</a>	OR	\$190,198	Executive Di	\$34,877	<b>\$36,043</b>	2024
<a href="#">Appalachian Opportunity Fund</a>	TN	\$321,792	Executive Di	\$63,100	<b>\$75,990</b>	2023
<a href="#">Asi Helena Inc</a>	MN	\$184,029	President/tr	\$65,715	<b>\$74,394</b>	2023
<a href="#">197-201 Roebling Street Hdfc</a>	NY	\$333,739	Executive Director	\$17,573	<b>\$17,671</b>	2024
<a href="#">Lower North Philadelphia Community Development Corporation</a>	PA	\$172,010	Administrative Assistant	\$400	<b>\$444</b>	2024
<a href="#">Sowing Seeds Of Hope Inc</a>	AL	\$340,734	Executive Director	\$42,000	<b>\$50,493</b>	2024
<a href="#">Los Angeles Communities Advocating For</a>	CA	\$354,342	Executive Director	\$73,643	<b>\$72,855</b>	2023
<a href="#">Chelsea Restoration</a>	MA	\$361,156	Executive Director	\$88,570	<b>\$91,186</b>	2023

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MA 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 MA 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](https://peerbasis.org/methodology).

## ■ Sample, role match & sensitivity

PEER COUNT 25 organizations. Compensation range \$444–\$125,895; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$255,305); for reference, expenses \$386,471 and assets \$3,871,895. **Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.**

ROLE MATCH Paul Landers, reported title "EXECUTIVE DIRECTOR", benchmarked as Executive Director / CEO. **Selected as the organization's highest-paid individual without an exact title match — the board should confirm this is a comparable role.**

RELATED-ORG PAY 6 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

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

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	40 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	40 <sup>th</sup>
Reportable pay only (column D), adjusted	0 <sup>th</sup>
All sources (D + E + F), adjusted	84 <sup>th</sup>

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 (Paul Landers) 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 25 similarly situated organizations (Same NTEE sector (L25), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$33,846 is reasonable (approximately the 40<sup>th</sup> percentile of comparable organizations) and documented the basis for this determination concurrently, on [date], by a vote of [\_\_ for / \_\_ against].

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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.