

Worcester East Side Community

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Donna Warshaw, Executive Director / CEO** (\$76,923) against **every comparable organization** that fit the selection criteria — **193** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **93rd** percentile of comparable organizations above the 90th percentile — board review recommended

Benchmarked executive: Donna Warshaw — 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 (L21).
BUDGET	Total revenue between \$153,397 and \$343,428 — 0.67x to 1.50x the subject's \$228,952 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (L21), nationwide + budget 0.67–1.5x revenue.

193 organizations qualified on sector, size, and geography → **193** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$9,671	\$23,202	\$40,077	\$61,688	\$72,260	\$76,923
---------	----------	----------	----------	----------	-----------------



● 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
Buckelew Housing Inc	CA	\$229,064	President	\$57,708	\$52,474	2025
Asi Santa Fe Inc	MN	\$229,130	President/tr	\$68,006	\$70,761	2025
Susanne Corporation	MO	\$229,242	Executive Di	\$16,931	\$19,956	2023
Mckinley Iv	IL	\$227,940	President	\$31,395	\$34,347	2023
Folsom Oaks Apartments Inc	CA	\$229,992	Ceo	\$6,235	\$5,819	2024
Asi Roseville Inc	MN	\$227,713	President/tr	\$68,006	\$70,761	2025
Next Steps Housing Corporation	MA	\$231,770	Executive Director	\$27,139	\$26,360	2024
Main-best Housing Development Fund Co	NY	\$231,860	President & C.e.o.	\$26,458	\$25,176	2025
Mckendree Oaks At Savannah Inc	TN	\$232,022	President	\$46,401	\$54,277	2023
Canon Barcus Inc	CA	\$224,718	President	\$43,325	\$40,438	2024
Asi Carson City Inc	MN	\$233,263	President/tr	\$65,715	\$72,260	2023
Willow Street Apartments	CO	\$233,579	President	\$29,805	\$30,891	2024
Reno Supportive Housing Inc	MN	\$234,023	President/tr	\$65,715	\$72,260	2023
Boston Post Road Housing Development Fund	NY	\$223,467	President & Ceo (Thru 4/23)	\$56,332	\$56,646	2023
Poinsett House Senior Housing	SC	\$223,020	Exec Director	\$5,140	\$5,797	2024
Phoenix Pass Inc	GA	\$222,891	Director	\$50,008	\$52,949	2025

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Network Housing '94 Petzinger Inc	OH	\$222,328	Ceo (Exited 3.24.25)	\$30,598	\$35,029	2024
Eastmont Court Inc	CA	\$236,288	Ceo	\$47,732	\$45,867	2023
Good Shepherd Of Washington	WI	\$236,337	President And Ceo	\$33,743	\$38,091	2024
Union Seniors Association Inc	CA	\$221,496	President	\$11,850	\$11,060	2024
The Good Shepherd Housing Development	PA	\$221,076	President & Ceo	\$36,114	\$40,077	2023
Margaret Wagner Apartments Inc	OH	\$217,943	President & Ceo	\$29,437	\$34,696	2023
Albemarle Older Adult Housing Inc	NC	\$240,107	President/ceo	\$48,900	\$54,614	2024
Hawthorne Supportive Housing Inc	NJ	\$217,758	Secretary/treasurer	\$25,989	\$25,822	2023
Sanctuary Village	PA	\$240,537	Executive Di	\$98,654	\$106,340	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MA 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 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.

Sample, role match & sensitivity

PEER COUNT 193 organizations. Compensation range \$383–\$315,544; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$228,952); for reference, expenses \$467,925 and assets \$3,111,222. **Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.**

ROLE MATCH	Donna Warshaw, reported title "EXECUTIVE DIRECTOR", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	166 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	4 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	93 rd
Total compensation (D + F), as reported (no adjustments)	94 th
Reportable pay only (column D), adjusted	98 th
All sources (D + E + F), adjusted	12 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 (Donna Warshaw) 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 193 similarly situated organizations (Same NTEE sector (L21), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$76,923 is reasonable (approximately the 93rd 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.