

Marshall Road Inc

Executive Director / CEO

EIN 043753636

MA · NTEE P73

FY ending 2023-06-30

June 9, 2026

This analysis benchmarks the total compensation of **Anne-marie Bajwa, Executive Director / CEO** (\$63,709) against **every comparable organization** that fit the selection criteria — **198** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **86th** percentile of comparable organizations within the typical range

Benchmarked executive: Anne-marie Bajwa — reported title "PRESIDENT AND CEO", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR Organizations sharing the subject's NTEE classification (P73).

BUDGET Total revenue between \$29,916 and \$66,978 — 0.67x to 1.50x the subject's \$44,652 (the band tightens as size grows).

GEOGRAPHY Same NTEE major group (P), nationwide + budget 0.67–1.5x revenue.

198 organizations qualified on sector, size, and geography

→ **198** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$4,234	\$11,800	\$25,725	\$44,680	\$72,915	\$63,709
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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
Episcopal Church Home & Affiliates Inc	NY	\$44,690	President & C.e.o.	\$29,230	\$28,549	2024
The Hub Resource Center Inc	TX	\$45,439	President & Sec	\$16,486	\$18,352	2023
Gods Storehouse	MI	\$43,817	President	\$10,800	\$11,739	2025
The Hamels Foundation Inc	MO	\$45,689	Chief Operations Officer	\$15,000	\$17,680	2023
Friendship First Inc	NY	\$43,429	Executive Director	\$38,992	\$39,209	2023
Furnished By Grace Inc	TX	\$43,411	President	\$3,600	\$4,007	2023
Illinois Masonic Outreach Services	IL	\$43,260	Grand Secretary	\$8,542	\$9,077	2024
Community Home Health & Hospice	WA	\$43,063	Co - Exec Dir.	\$22,500	\$21,774	2024
Arapahoe Senior Center	NE	\$43,062	Secretary/treasurer	\$18,498	\$21,505	2024
Positive Circle	TX	\$42,753	Co-exe Director	\$24,640	\$26,641	2024
Polack Adult Day Center	WA	\$42,466	Ceo	\$65,540	\$63,426	2024
American Outreach Foundation	CA	\$42,434	President	\$8,213	\$7,665	2024
Three Rivers Academic Mentoring Inc	MI	\$47,147	Executive Di	\$6,501	\$7,252	2024
Justice Compassion And Hope	OR	\$47,319	President	\$369	\$370	2024
Heart Has No Limit Foundation Inc	LA	\$47,340	President	\$1,000	\$1,190	2024
The Dream Catcher Foundation Inc	CA	\$41,718	Executive Di	\$12,621	\$11,780	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Minorities For Equality In Employment Education Liberty And Justice	TX	\$47,711	Executive Director	\$45,850	\$51,039	2023
Poor People's United Fund	MA	\$48,014	President	\$15,000	\$14,570	2024
Family And Community Services Of	OH	\$41,263	Exec Director	\$2,132	\$2,441	2024
Northeast Care Center Inc	OH	\$41,200	Executive Director	\$19,128	\$22,545	2023
Presbyterian Homes And Services	KY	\$41,085	President/ceo	\$2,126	\$2,542	2023
Prunedale Senior Center	CA	\$48,476	Director	\$27,360	\$26,291	2023
Homesnowcom Inc	CA	\$48,500	President	\$2,000	\$1,867	2024
Union Towers Senior Citizens Inc	MA	\$40,791	Executive Director	\$18,937	\$18,394	2024
Dorothis Daugther	CA	\$40,698	Ceo	\$32,400	\$30,240	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	198 organizations. Compensation range \$370–\$294,676; filing years 2022–2025.
SIZE BASIS	Matched on total revenue (\$44,652); for reference, expenses \$72,003 and assets \$761,300. Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.
ROLE MATCH	Anne-marie Bajwa, reported title " <i>PRESIDENT AND CEO</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY 64 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

OUTLIERS 14 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	86 th
Total compensation (D + F), as reported (no adjustments)	87 th
Reportable pay only (column D), adjusted	0 th
All sources (D + E + F), adjusted	89 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 (Anne-marie Bajwa) 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 198 similarly situated organizations (Same NTEE major group (P), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$63,709 is reasonable (approximately the 86th 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.