

Elmhurst House Incorporated

Executive Director / CEO

EIN 050480790

RI · NTEE L25

FY ending 2024-08-31

June 9, 2026

This analysis benchmarks the total compensation of **John J Padien Iii, Executive Director / CEO** (\$36,004) against **every comparable organization** that fit the selection criteria — **16** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **25th** percentile of comparable organizations within the typical range

Benchmarked executive: John J Padien Iii — reported title “CHIEF EXECUTIVE OFFICER”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (L25).
BUDGET	Total revenue between \$299,112 and \$669,655 — 0.67x to 1.50x the subject's \$446,437 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (L25), nationwide + budget 0.67–1.5x revenue.

16 organizations qualified on sector, size, and geography → **16** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$14,467	\$42,248	\$72,036	\$85,132	\$115,690	\$36,004
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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 RI 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
Lee Building Industry Association Builders Care	FL	\$443,176	Executive Director	\$84,295	\$85,024	2023
Gods Way Home Inc	WV	\$439,614	Director	\$23,939	\$27,031	2024
Rebuilding Together North Jersey Inc	NJ	\$437,401	Executive Director	\$677,032	\$630,404	2024
Main Plaza Conservancy	TX	\$460,080	Executive Director	\$65,962	\$68,812	2024
50th Street Housing Development	NY	\$483,958	Secretary	\$13,130	\$12,373	2024
Chelsea Restoration	MA	\$361,156	Executive Director	\$88,570	\$85,455	2023
Los Angeles Communities Advocating For	CA	\$354,342	Executive Director	\$73,643	\$68,277	2023
American Built Communities Inc	FL	\$540,561	Presidentdirector	\$138,000	\$135,200	2024
Sowing Seeds Of Hope Inc	AL	\$340,734	Executive Director	\$42,000	\$47,320	2024
197-201 Roebling Street Hdrc	NY	\$333,739	Executive Director	\$17,573	\$16,560	2024
Appalachian Opportunity Fund	TN	\$321,792	Executive Di	\$63,100	\$71,215	2023
Town Clock Community Development	NJ	\$309,594	Executive Director	\$76,000	\$72,856	2023
Plano Community Home Phase V Inc	TX	\$594,718	Executive Vice President	\$6,331	\$6,605	2024
South Bay Community Land Trust	CA	\$595,740	Executive Director	\$89,040	\$82,552	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Home For Good Of Eau Claire Inc	WI	\$613,953	Program Director	\$69,022	\$75,175	2024
Hard Bargain Mt Hope	TN	\$653,423	Executive Di	\$87,737	\$96,179	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to RI 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 RI 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	16 organizations. Compensation range \$6,605–\$630,404; filing years 2023–2024.
SIZE BASIS	Matched on total revenue (\$446,437); for reference, expenses \$504,232 and assets \$1,572,105.
ROLE MATCH	John J Padien lll, reported title " <i>CHIEF EXECUTIVE OFFICER</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	3 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	25 th
Total compensation (D + F), as reported (no adjustments)	25 th
Reportable pay only (column D), adjusted	0 th

All sources (D + E + F), adjusted

88th

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 (John J Padien lii) 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 16 similarly situated organizations (Same NTEE sector (L25), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$36,004 is reasonable (approximately the 25th 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.