

# Pawtucket Foundation

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Gaetan Kashala, Executive Director / CEO** (\$108,000) against **every comparable organization** that fit the selection criteria — **64** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **84<sup>th</sup>** percentile of comparable organizations within the typical range

**Benchmarked executive:** Gaetan Kashala — reported title “EXECUTIVE DI”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

**SECTOR** Organizations sharing the subject's NTEE classification (S31).

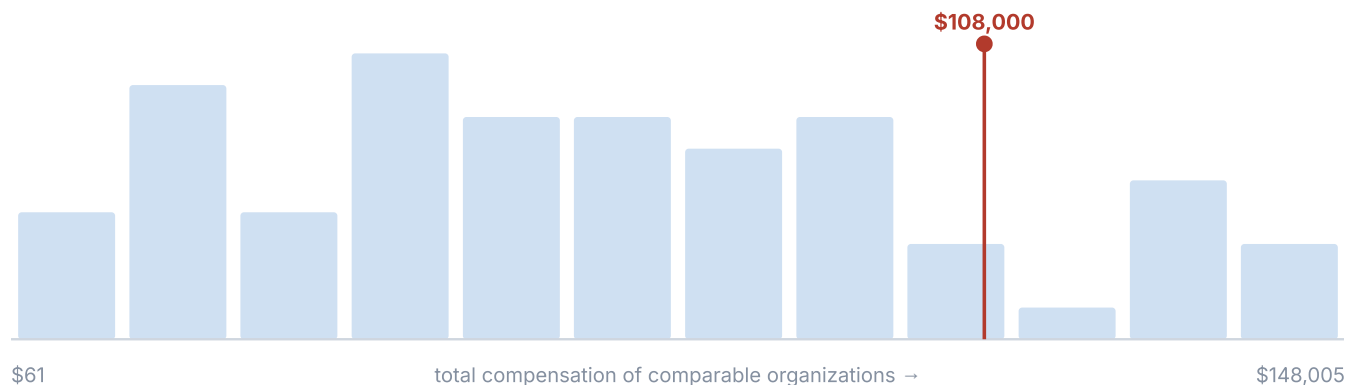
**BUDGET** Total revenue between \$128,717 and \$288,174 — 0.67x to 1.50x the subject's \$192,116 (the band tightens as size grows).

**GEOGRAPHY** Same NTEE sector (S31), nationwide + budget 0.67–1.5x revenue.

**64** organizations qualified on sector, size, and geography

→ **64** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$16,340

\$36,700

\$62,109

\$91,596

\$125,129

**\$108,000**



## ● 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
<a href="#">Downtown West Allis Inc</a>	WI	\$191,279	Exec Director	\$57,500	<b>\$64,283</b>	2024
<a href="#">Grant County Economic Development Corporation</a>	KS	\$194,562	Executive Director	\$81,007	<b>\$96,449</b>	2023
<a href="#">Visit Fort Wayne Foundation Inc</a>	IN	\$195,656	Executive Di	\$21,697	<b>\$24,493</b>	2024
<a href="#">Site Readiness For Good Jobs Fund</a>	OH	\$195,812	Ceo	\$36,068	<b>\$42,102</b>	2023
<a href="#">Economic Development Alliance Of</a>	OH	\$187,785	Economic Development Direc	\$4,532	<b>\$5,138</b>	2024
<a href="#">Vision Together 2025 Inc</a>	PA	\$196,962	Executive Director	\$124,431	<b>\$132,832</b>	2024
<a href="#">Insight Center For Community Economic Development</a>	CA	\$198,520	President	\$116,300	<b>\$110,678</b>	2023
<a href="#">Greater Texas Capital Community Finance</a>	TX	\$204,916	President	\$65,418	<b>\$70,051</b>	2024
<a href="#">Albia Industrial Development</a>	IA	\$178,441	President	\$107,184	<b>\$125,631</b>	2024
<a href="#">Faith And Work Enterprises Inc</a>	MD	\$209,546	Exec Director	\$72,735	<b>\$72,793</b>	2024
<a href="#">Baltimore Avenue Redevelopment Corporation</a>	PA	\$174,500	President	\$80,418	<b>\$85,848</b>	2024
<a href="#">Main Street Fort Pierce Inc</a>	FL	\$172,200	Executive Di	\$107,307	<b>\$105,130</b>	2025
<a href="#">Greater Austin San Antonio Corridor</a>	TX	\$172,168	President	\$131,325	<b>\$140,625</b>	2024
<a href="#">Columbia Valley Housing Association Db</a>	WA	\$171,894	Executive Dir.	\$35,538	<b>\$35,066</b>	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Greenline Access Capital</a>	PA	\$212,923	President	\$101,923	<b>\$112,018</b>	2023
<a href="#">Toolbox Inc</a>	KS	\$215,572	Executive Director	\$78,745	<b>\$93,757</b>	2023
<a href="#">Cathedral District-jax Inc</a>	FL	\$165,794	Ceo/presiden	\$93,675	<b>\$94,202</b>	2024
<a href="#">Ulster County Economic Development</a>	NY	\$220,210	Ceo/president	\$16,190	<b>\$15,660</b>	2024
<a href="#">Uptown Westerville Inc</a>	OH	\$220,919	Executive Dir.	\$68,133	<b>\$79,531</b>	2023
<a href="#">Bogalusa Rebirth</a>	LA	\$221,515	Executive Director	\$75,938	<b>\$89,511</b>	2024
<a href="#">The Valley Center Opportunity Zone</a>	NV	\$161,025	President Ceo	\$35,000	<b>\$37,556</b>	2024
<a href="#">Fredericksburg Virginia Main Street Inc</a>	VA	\$160,940	Interim Executive Director	\$35,000	<b>\$37,244</b>	2023
<a href="#">Klamath Falls Downtown Association</a>	OR	\$224,126	Executive Director	\$44,440	<b>\$45,483</b>	2023
<a href="#">Keystone Community Corporation</a>	MO	\$225,809	President	\$8,250	<b>\$9,354</b>	2024
<a href="#">Comeunity Cafe</a>	TN	\$156,995	Assistant	\$19,360	<b>\$22,427</b>	2023

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to RI cost of living and 2025 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](https://peerbasis.org/methodology).

## ● Sample, role match & sensitivity

**PEER COUNT** 64 organizations. Compensation range \$61–\$148,005; filing years 2021–2025.

**SIZE BASIS** Matched on total revenue (\$192,116); for reference, expenses \$204,325 and assets \$301,536.

**ROLE MATCH** Gaetan Kashala, reported title "EXECUTIVE DI", benchmarked as Executive Director / CEO. The title maps directly to this role.

**RELATED-ORG PAY** 12 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	84 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	88 <sup>th</sup>
Reportable pay only (column D), adjusted	84 <sup>th</sup>
All sources (D + E + F), adjusted	69 <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 (Gaetan Kashala) 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 64 similarly situated organizations (Same NTEE sector (S31), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$108,000 is reasonable (approximately the 84<sup>th</sup> 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.