

# Three West Housing Development

Executive Director / CEO

EIN 133742293

NY · NTEE L80J

FY ending 2024-06-30

June 9, 2026

This analysis benchmarks the total compensation of **Robin P Baez, Executive Director / CEO** (\$3,715) against **every comparable organization** that fit the selection criteria — **85** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **2<sup>nd</sup>** percentile of comparable organizations

below the typical range for comparable organizations

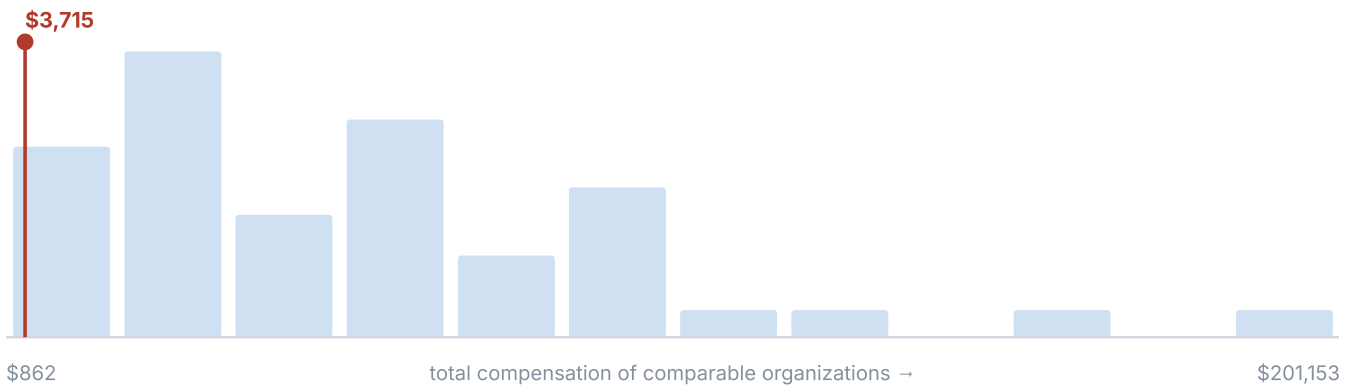
**Benchmarked executive:** Robin P Baez — reported title "Vice President", selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (L80J).
BUDGET	Total revenue between \$167,341 and \$374,644 — 0.67x to 1.50x the subject's \$249,763 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (L80), nationwide + budget 0.67–1.5x revenue.

**85** organizations qualified on sector, size, and geography → **85** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$13,812	\$22,419	\$49,191	\$74,027	\$95,972	<b>\$3,715</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 NY 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="#">Homeless Task Force</a>	HI	\$253,541	Executive Director	\$187,340	<b>\$185,615</b>	2024
<a href="#">Marion Street Apartments Inc</a>	OR	\$254,273	President & Ceo (Until Oct. 2023)	\$27,042	<b>\$28,612</b>	2023
<a href="#">Konis Afc Home Inc</a>	MI	\$254,366	Pres Director	\$59,500	<b>\$67,964</b>	2024
<a href="#">Willow Tree Apartments Inc</a>	IN	\$257,012	President	\$19,370	<b>\$23,273</b>	2023
<a href="#">Tennessee Resilience Project</a>	TN	\$259,942	Executive Dir.	\$55,800	<b>\$64,909</b>	2024
<a href="#">Texas Low-income Housing</a>	TX	\$260,946	Exec Director	\$95,219	<b>\$108,521</b>	2023
<a href="#">Native American Housing Circle</a>	CO	\$234,768	Executive Di	\$45,141	<b>\$47,901</b>	2024
<a href="#">Hamilton Families Qalicb</a>	CA	\$266,545	Secretary	\$9,904	<b>\$9,744</b>	2023
<a href="#">Saginaw Village Associates Inc</a>	OR	\$266,892	President	\$17,117	<b>\$17,591</b>	2024
<a href="#">Todays Resident Services Inc</a>	TX	\$232,084	Executive Director	\$12,958	<b>\$14,344</b>	2024
<a href="#">New Orleans Neighborhood Development Foundation</a>	LA	\$230,547	Ceo	\$73,944	<b>\$90,106</b>	2024
<a href="#">Prairie Place On 1st Inc</a>	IA	\$269,958	Ceo	\$711	<b>\$862</b>	2024
<a href="#">Pacific Community Services Inc</a>	CA	\$270,075	Exec Vice Pres	\$17,380	<b>\$16,180</b>	2025
<a href="#">Eastwick Section 811 Housing Corporation</a>	PA	\$229,121	President & Ceo	\$25,525	<b>\$29,001</b>	2023
<a href="#">The Gateway Collective Inc</a>	WI	\$273,260	Executive Director	\$78,176	<b>\$90,352</b>	2024
<a href="#">Champion Athletes Of The Ozarks</a>	MO	\$224,805	Program Dire	\$55,000	<b>\$64,466</b>	2024
<a href="#">C E O Council Foundation</a>	IL	\$276,482	President & Ceo	\$21,013	<b>\$22,861</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Pacific Grove Supportive Housing Inc</a>	CA	\$221,572	President	\$43,669	<b>\$42,963</b>	2023
<a href="#">Alpha Sigma Lambda</a>	IL	\$220,835	Executive Director	\$48,312	<b>\$52,562</b>	2024
<a href="#">Los Alamos Housing Partnership Inc</a>	NM	\$218,972	Executive Dir.	\$130,833	<b>\$155,726</b>	2024
<a href="#">Hermandad La Economic And Community</a>	CA	\$281,383	Executive Dir.	\$52,800	<b>\$51,946</b>	2023
<a href="#">Hijra House Association</a>	MS	\$282,996	Director	\$35,500	<b>\$45,048</b>	2023
<a href="#">Twb Residential Opportunities Inc</a>	NY	\$285,403	Ceo/vice President	\$52,793	<b>\$52,793</b>	2024
<a href="#">Clean House Recovery Inc</a>	MA	\$213,301	Senior Director	\$45,022	<b>\$44,772</b>	2024
<a href="#">Grace Community International</a>	TX	\$287,598	Director	\$77,383	<b>\$85,663</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to NY 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 NY 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** 85 organizations. Compensation range \$862–\$201,153; filing years 2023–2025.

**SIZE BASIS** Matched on total revenue (\$249,763); for reference, expenses \$167,420 and assets \$1,240,880.

**ROLE MATCH** Robin P Baez, reported title "*Vice President*", 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	39 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	2 <sup>nd</sup>
Total compensation (D + F), as reported (no adjustments)	2 <sup>nd</sup>
Reportable pay only (column D), adjusted	0 <sup>th</sup>
All sources (D + E + F), adjusted	52 <sup>nd</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 (Robin P Baez) 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 85 similarly situated organizations (Same NTEE sector (L80), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$3,715 is reasonable (approximately the 2<sup>nd</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.