

Windham Region No Freeze Project

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Avery Lenhart, Executive Director / CEO** (\$54,656) against **every comparable organization** that fit the selection criteria — **93** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **35th** percentile of comparable organizations within the typical range

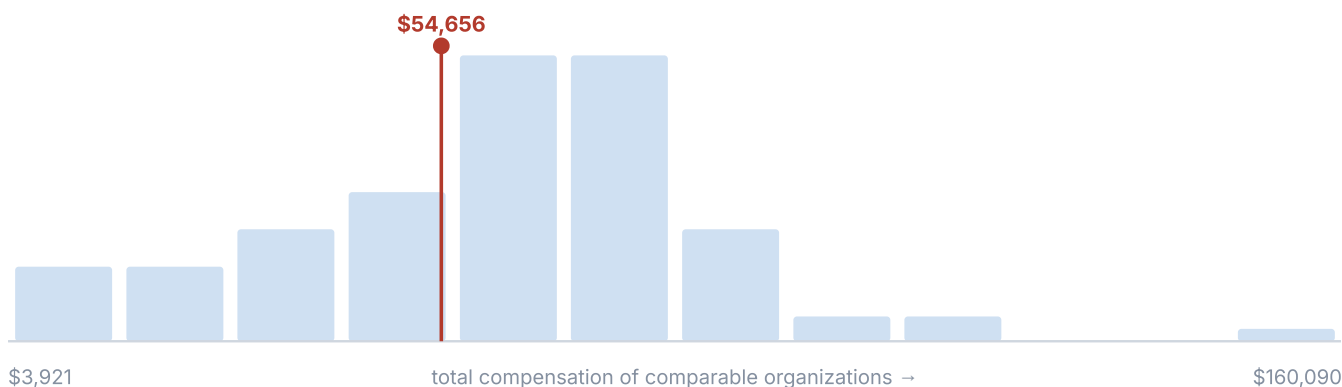
Benchmarked executive: Avery Lenhart — reported title “EXECUTIVE DI”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (L41).
BUDGET	Total revenue between \$244,328 and \$547,005 — 0.67x to 1.50x the subject's \$364,670 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (L41), nationwide + budget 0.67–1.5x revenue.

93 organizations qualified on sector, size, and geography → **93** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$24,218	\$47,129	\$63,935	\$75,055	\$88,706	\$54,656
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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 CT 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
The Resilient Place	TX	\$365,512	President	\$12,600	\$13,443	2023
Clinton County Services For The Homeless	OH	\$366,995	Ex Director	\$69,750	\$76,531	2024
Connections Of Cumberland County Inc	NC	\$367,010	Executive Director	\$81,000	\$86,702	2024
Family Promise - Salt Lake	UT	\$361,894	Executive Director	\$91,799	\$97,331	2024
1960 Community Hope Center	TX	\$377,665	Exec Director	\$81,497	\$84,453	2024
Hospitality House	WA	\$377,790	Executive Director	\$84,917	\$81,086	2023
5812 Rescue	OH	\$349,616	Co-director	\$30,000	\$33,889	2023
Family Promise Of Knoxville	TN	\$349,354	Executive Director	\$68,488	\$74,578	2024
Peace Valley Haven Inc	NY	\$348,083	Director	\$66,340	\$63,935	2023
Crestview Area Shelter For The Homeless	FL	\$347,760	President	\$22,780	\$22,169	2024
Community Service Alliance	OH	\$387,851	Executive Di	\$83,067	\$93,835	2023
Illinois Valley Family Coalition	OR	\$390,371	Executive Di	\$27,302	\$26,266	2024
Unity Place Housing Inc	FL	\$390,810	President	\$164,500	\$160,090	2024
Brunswick Partnership For Housing Inc	NC	\$393,222	Executive Director	\$45,621	\$47,574	2025
Northern Lights Alliance For The	IA	\$330,736	Executive Di	\$66,177	\$73,130	2025
Good News Shelter Corporation	KY	\$329,213	Executive Director	\$60,251	\$69,039	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
House Of Hope Inc	VA	\$329,074	Executive Director	\$30,951	\$30,959	2024
Tyson's Community Development Inc	FL	\$404,069	Director	\$31,850	\$30,996	2024
Home Alliance Inc	SC	\$404,404	Executive Director And Sec	\$74,250	\$82,615	2023
Robins Home Inc	PA	\$323,390	Executive Dir.	\$75,600	\$80,407	2023
Family Promise Of Greene Co Oh	OH	\$406,099	Facility Director	\$65,975	\$74,527	2023
Emmaus House Of Saginaw Inc	MI	\$320,614	Executive Di	\$61,196	\$65,434	2024
Phoenix Recovery Institute	OK	\$409,370	Program Director	\$61,659	\$70,335	2024
Lumen Fidelis	WA	\$319,859	President	\$23,381	\$21,685	2024
Rainbow Place Shelter For Homeless	MD	\$315,710	Executive Director (Through 1/2023)	\$73,500	\$73,288	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CT 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 CT 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	93 organizations. Compensation range \$3,921–\$160,090; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$364,670); for reference, expenses \$396,798 and assets \$878,241.
ROLE MATCH	Avery Lenhart, reported title "EXECUTIVE DI", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY	5 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	2 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	35 th
Total compensation (D + F), as reported (no adjustments)	39 th
Reportable pay only (column D), adjusted	35 th
All sources (D + E + F), adjusted	30 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 (Avery Lenhart) 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 93 similarly situated organizations (Same NTEE sector (L41), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$54,656 is reasonable (approximately the 35th 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.