

The Boston Society Inc

Executive Director / CEO

EIN 201661990
 MA · NTEE B60
 FY ending 2023-12-31
 June 9, 2026

This analysis benchmarks the total compensation of **Elena Tufa, Executive Director / CEO** (\$144,423) against **every comparable organization** that fit the selection criteria — **154** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **95th** percentile of comparable organizations above the 90th percentile — board review recommended

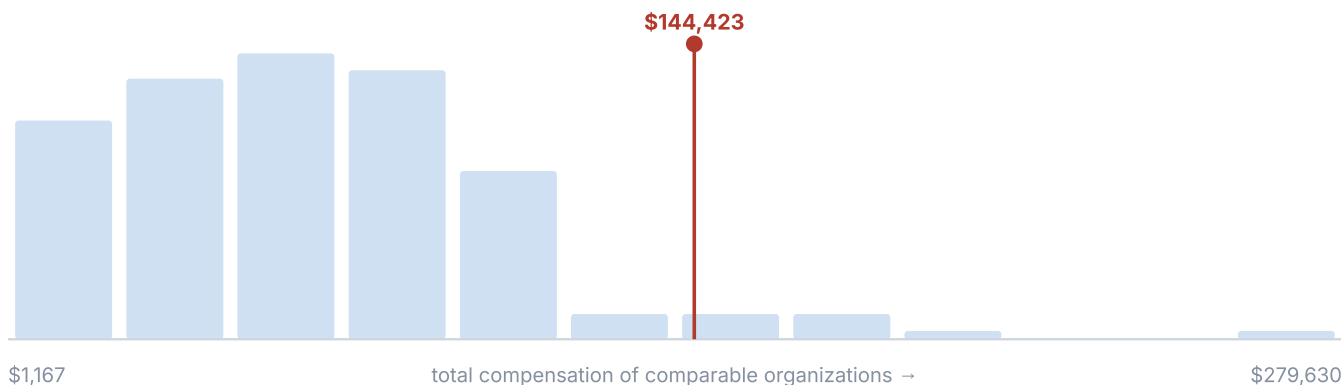
Benchmarked executive: Elena Tufa — reported title “EXECUTIVE DI”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (B60).
BUDGET	Total revenue between \$197,861 and \$442,972 — 0.67x to 1.50x the subject's \$295,315 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B60), nationwide + budget 0.67–1.5x revenue.

154 organizations qualified on sector, size, and geography → **154** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$17,059	\$33,721	\$61,265	\$86,797	\$103,115	\$144,423
----------	----------	----------	----------	-----------	------------------



● 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
Epiphany Women In Focus	CA	\$296,387	Ceo	\$62,000	\$59,577	2023
Glu Childrens Council Inc	NE	\$296,492	Director	\$74,428	\$86,528	2024
Instituto Para El Desarrollo Humano	PR	\$297,025	Operations Director	\$31,925	\$31,925	2023
Nevada Water Resources Association	NV	\$298,632	Executive Co	\$75,529	\$81,833	2024
The Conservative Agenda Project	CT	\$301,250	President And Director	\$268,000	\$279,630	2023
Florida Council On Crime And Deliqu	FL	\$302,882	Executive Se	\$15,000	\$15,232	2024
Literacy Volunteers Of Morris County	NJ	\$287,427	Executive Director	\$74,160	\$71,569	2024
Simulation Interoperability Standards	FL	\$286,737	Executive Director	\$95,004	\$99,318	2023
Harrison Co Alternative Educ Center	IN	\$304,887	Director	\$78,750	\$92,416	2023
Vitalhearts	CO	\$285,686	President	\$87,500	\$90,690	2024
New Mexico Adult Education Associat	NM	\$285,508	Executive Di	\$975	\$1,167	2023
Michigan Association Of Community	MI	\$283,400	Former Exec	\$69,698	\$77,759	2024
Day 7 Inc	TN	\$283,094	Executive Director	\$49,067	\$55,748	2024
Stronghold Leadership	PA	\$307,572	Executive Director	\$93,333	\$100,604	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Masoc Inc	MA	\$282,232	Executive Director	\$107,113	\$101,358	2025
TlAfrica Inc	CA	\$281,740	President Ceo	\$25,280	\$24,292	2023
Well For The Journey Inc	MD	\$310,084	Executive Di	\$83,700	\$84,582	2024
The Oped Project Public Knowledge Fund Inc	NY	\$310,570	Executive Director	\$25,000	\$24,418	2024
Adagio Institute Inc	TX	\$311,557	Summers	\$66,464	\$73,986	2023
Sil Lead Inc	TX	\$278,791	Executive Director	\$10,789	\$11,665	2024
International Society Of	TX	\$277,473	Executive Di	\$39,860	\$43,097	2024
Books To Prisoners	WA	\$277,093	Program Coordinator	\$10,917	\$10,877	2023
Leadership Greater Mchenry County	IL	\$313,863	Executive Di	\$89,404	\$92,556	2025
Hannahs House	NJ	\$314,646	Executive Director	\$18,240	\$17,603	2024
Bee Happy Day Hab Foundation	TX	\$275,857	Exec Director	\$47,831	\$51,717	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 **154** organizations. Compensation range \$1,167–\$279,630; filing years 2023–2025.

SIZE BASIS	Matched on total revenue (\$295,315); for reference, expenses \$277,705 and assets \$232,797.
ROLE MATCH	Elena Tufa, reported title "EXECUTIVE DI", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	17 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	5 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	95 th
Total compensation (D + F), as reported (no adjustments)	95 th
Reportable pay only (column D), adjusted	95 th
All sources (D + E + F), adjusted	90 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 (Elena Tufa) 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 154 similarly situated organizations (Same NTEE sector (B60), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$144,423 is reasonable (approximately the 95th 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.