

# Shrewsbury Housing Inc

Executive Director / CEO

EIN 232129859  
 PA · NTEE L22Z  
 FY ending 2024-12-31  
 June 10, 2026

This analysis benchmarks the total compensation of **Melissa Frownfelter, Executive Director / CEO** (\$17,059) 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 **29<sup>th</sup>** percentile of comparable organizations within the typical range

**Benchmarked executive:** Melissa Frownfelter — reported title “INTERIM PRESIDENT, CEO/COO”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

**SECTOR** Organizations sharing the subject's NTEE classification (L22Z).

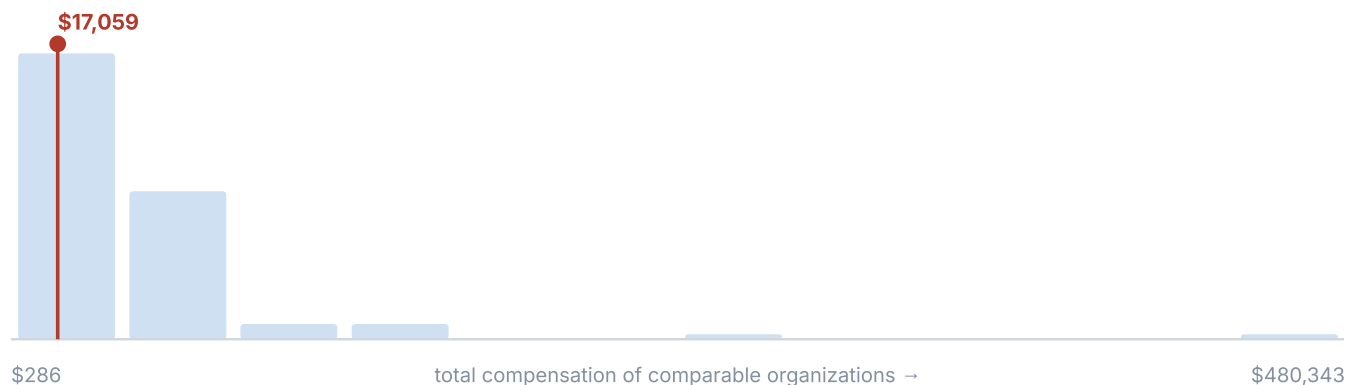
**BUDGET** Total revenue between \$98,202 and \$219,856 — 0.67x to 1.50x the subject's \$146,571 (the band tightens as size grows).

**GEOGRAPHY** Same NTEE sector (L22), 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



\$286

total compensation of comparable organizations →

\$480,343

\$7,476

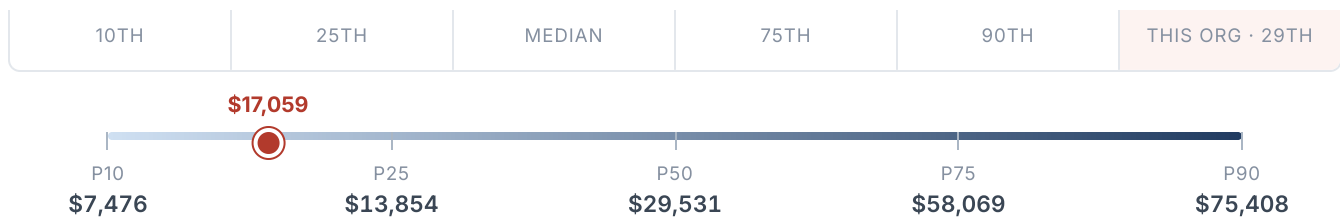
\$13,854

\$29,531

\$58,069

\$75,408

\$17,059



## ■ 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 PA 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="#">Partridge Place Apartments</a>	MO	\$146,845	President & Ceo	\$19,685	<b>\$21,524</b>	2023
<a href="#">Great Falls Supportive Housing</a>	MN	\$147,915	President/tr	\$68,006	<b>\$65,647</b>	2025
<a href="#">Lifetime Community Apartments Inc</a>	NY	\$144,146	President & Ceo	\$19,027	<b>\$17,241</b>	2024
<a href="#">Hillside Apartments Phase II</a>	MI	\$143,347	Administrator	\$8,247	<b>\$8,536</b>	2024
<a href="#">Loretta Village Housing Inc</a>	MD	\$150,186	Executive Director	\$11,222	<b>\$10,831</b>	2023
<a href="#">Ken-crest Housing Pa li Inc</a>	PA	\$151,007	Ceo	\$29,531	<b>\$29,531</b>	2024
<a href="#">Woodside Haven Inc</a>	WI	\$151,624	Director Of Finance (Thru May 2023)	\$37,706	<b>\$40,655</b>	2023
<a href="#">Ken-crest Housing Pa 99 Inc</a>	PA	\$140,680	Ceo	\$29,531	<b>\$29,531</b>	2024
<a href="#">Boulder Presbyterian Housing Inc</a>	CO	\$152,881	Manager	\$114,451	<b>\$110,049</b>	2024
<a href="#">Baybarry Corporation</a>	WI	\$153,318	President/ceo	\$138,859	<b>\$149,717</b>	2023
<a href="#">Prairie Homes Inc</a>	IL	\$138,653	Ceo/prof Associate	\$594	<b>\$571</b>	2025
<a href="#">Venture Development 2002 Inc</a>	NY	\$154,585	Chief Executive Officer	\$38,189	<b>\$35,626</b>	2023
<a href="#">St Charles Place Manor Inc</a>	FL	\$137,881	Member / Ceo	\$21,896	<b>\$20,627</b>	2024
<a href="#">Options Properties Inc</a>	MA	\$137,025	Executive Director	\$5,282	<b>\$4,760</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Trinity Village Non-profit Housing</a>	MI	\$135,855	Executive Director	\$38,786	<b>\$41,331</b>	2023
<a href="#">Sweetwater Housing Development Inc</a>	TN	\$134,750	Secretary/treasurer	\$50,000	<b>\$52,703</b>	2024
<a href="#">Lindley Homes</a>	CA	\$158,812	Executive Director	\$26,967	<b>\$24,041</b>	2023
<a href="#">Worthington Senior Housing Inc</a>	MN	\$133,520	President	\$65,715	<b>\$65,114</b>	2024
<a href="#">Golden Rule Community Development Corp</a>	CA	\$159,853	President	\$10,000	<b>\$8,659</b>	2024
<a href="#">Blossom Village Housing Development Fund</a>	NY	\$133,214	President/ceo	\$36,309	<b>\$32,901</b>	2024
<a href="#">Hillsboro Supportive Housing Inc</a>	OR	\$160,162	Finance Dir.	\$13,072	<b>\$12,173</b>	2024
<a href="#">Kalispell Senior Housing Inc</a>	MN	\$132,703	President/tr	\$68,006	<b>\$65,647</b>	2025
<a href="#">Meadowood Glen li Limited</a>	ID	\$131,676	Executive Director	\$16,468	<b>\$18,086</b>	2023
<a href="#">Topeka Supportive Housing Inc</a>	MN	\$162,367	President/tr	\$68,006	<b>\$65,647</b>	2025
<a href="#">Asi - Bozeman Inc</a>	MN	\$163,239	President/tr	\$68,006	<b>\$65,647</b>	2025

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to PA 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 PA 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](http://peerbasis.org/methodology).

## ● Sample, role match & sensitivity

PEER COUNT	93 organizations. Compensation range \$286–\$480,343; filing years 2022–2025.
SIZE BASIS	Matched on total revenue (\$146,571); for reference, expenses \$116,377 and assets \$1,081,343.
ROLE MATCH	Melissa Frownfelter, reported title "INTERIM PRESIDENT, CEO/COO", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	76 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	29 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	30 <sup>th</sup>
Reportable pay only (column D), adjusted	0 <sup>th</sup>
All sources (D + E + F), adjusted	67 <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 (Melissa Frownfelter) 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 10, 2026, comparing compensation against 93 similarly situated organizations (Same NTEE sector (L22), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$17,059 is reasonable (approximately the 29<sup>th</sup> percentile of comparable organizations) and documented the basis for this determination concurrently, on [date], by a vote of [\_\_ for / \_\_ against].

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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 10, 2026.