

Chambersburg Housing Inc

Executive Director / CEO

EIN 232847365

PA · NTEE L20Z

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Melissa Frownfelter, Executive Director / CEO** (\$17,059) against **every comparable organization** that fit the selection criteria — **282** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **22nd** percentile of comparable organizations below the typical range for comparable organizations

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

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (L20Z).
BUDGET	Total revenue between \$178,268 and \$399,108 — 0.67x to 1.50x the subject's \$266,072 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (L20), nationwide + budget 0.67–1.5x revenue.

282 organizations qualified on sector, size, and geography → **282** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$7,309	\$18,353	\$36,149	\$60,335	\$81,688	\$17,059
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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 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
Nsp Iii Inc	FL	\$267,090	Ceo	\$38,719	\$36,474	2024
Orlando Regional Realtor Foundation	FL	\$267,125	Ceo	\$67,148	\$63,255	2024
Southern Hills Preservation Corpora	NY	\$267,416	Exec. Direct	\$69,808	\$63,255	2024
Montana Mobility Impaired Housing	MN	\$267,768	President/tr	\$65,715	\$67,037	2023
Helping Hands United Incorporated	CA	\$264,244	President & Ceo	\$4,300	\$3,723	2024
Madison Street Housing Development	NY	\$264,150	President/ed	\$61,872	\$56,064	2024
Snhs Greenfield Elderly Housing Inc	NH	\$264,067	Treasurer	\$53,564	\$48,318	2025
Wesley Asi Of Northern Virginia	VA	\$263,556	Secretary	\$28,094	\$27,201	2024
Freedom House Inc	PA	\$263,505	Executive Di	\$32,329	\$32,329	2024
Mill Creek Apartments	CA	\$263,192	Secretary/treasurer	\$39,437	\$34,148	2024
Pierce County Affordable Housing	WA	\$262,425	Agency Director	\$29,176	\$26,968	2023
Liberty Hill Redevelopment Group	SC	\$262,380	Operations Director	\$55,189	\$59,440	2023
Stop It Now Inc	MA	\$262,040	President/ceo	\$32,663	\$30,302	2023
Our Casas Resident Council Incorporated	TX	\$261,827	Executive Director	\$40,010	\$41,319	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Kce Inc	MD	\$261,675	President Ceo	\$17,900	\$17,277	2023
The Reach Project	TX	\$260,261	Executive Dir.	\$59,615	\$59,799	2024
Moreland Affordable Housing Corporation	MA	\$272,007	President (As Of 1/2024)	\$19,566	\$17,631	2024
Pine Cone Manor Inc	MN	\$272,190	President/ceo	\$18,462	\$18,293	2024
Sheltering Palms Foundation Inc	FL	\$259,861	President	\$191,666	\$185,888	2023
Ecology House Inc	CA	\$259,749	President	\$21,418	\$18,546	2024
Altoona Housing Corporation	WI	\$259,742	Executive Director And Office Manager	\$19,500	\$20,422	2024
Edenhope Villa Esperanza Inc	CA	\$259,493	President	\$39,896	\$34,546	2024
Neighborhood Housing Renewal Corp li	CA	\$259,011	Secretary, Treasurer	\$26,376	\$23,513	2023
Housing Alternatives Inc	CA	\$258,573	President & Ceo	\$138,000	\$119,494	2024
Housing Opportunities Housing	NY	\$274,875	President	\$2,614	\$2,369	2024

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.

■ Sample, role match & sensitivity

PEER COUNT **282** organizations. Compensation range \$153–\$350,771; filing years 2023–2025.

SIZE BASIS	Matched on total revenue (\$266,072); for reference, expenses \$282,034 and assets \$1,080,698.
ROLE MATCH	Melissa Frownfelter, reported title "INTERIM PRESIDENT/CEO", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	183 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	12 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	22 nd
Total compensation (D + F), as reported (no adjustments)	21 st
Reportable pay only (column D), adjusted	0 th
All sources (D + E + F), adjusted	72 nd

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 9, 2026, comparing compensation against 282 similarly situated organizations (Same NTEE sector (L20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$17,059 is reasonable (approximately the 22nd 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.