

# Dress For Success Lackawanna

Executive Director / CEO

EIN 232990774

PA · NTEE P80

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Serena A Howarth, Executive Director / CEO** (\$56,648) 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 **52<sup>nd</sup>** percentile of comparable organizations within the typical range

**Benchmarked executive:** Serena A Howarth — reported title “EXECUTIVE DIRECTOR”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

**SECTOR** Organizations sharing the subject's NTEE classification (P80).

**BUDGET** Total revenue between \$209,462 and \$468,946 — 0.67x to 1.50x the subject's \$312,631 (the band tightens as size grows).

**GEOGRAPHY** Same NTEE sector (P80), 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



\$15,640	\$33,762	\$55,383	\$73,618	\$89,113	\$56,648
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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
<a href="#">Humanitarian Services For Children Of Vietnam</a>	MN	\$313,243	Executive Director	\$34,500	<b>\$35,194</b>	2023
<a href="#">Umpqua Valley Disabilities Network</a>	OR	\$313,570	Executive Di	\$79,912	<b>\$74,417</b>	2024
<a href="#">Coordinated Care Alliance</a>	IL	\$314,064	Executive Director	\$61,096	<b>\$60,231</b>	2024
<a href="#">Volunteer Interfaith Caregivers Sw</a>	TX	\$311,191	Executive Director	\$77,800	<b>\$78,040</b>	2024
<a href="#">Rideability Therapeutic Riding Center Inc</a>	SC	\$314,689	Executive Director	\$26,829	<b>\$28,895</b>	2023
<a href="#">Wa-id Volunteer Center Inc</a>	ID	\$310,552	Executive Director	\$79,435	<b>\$84,736</b>	2024
<a href="#">Monroe Gospel Womens Mission</a>	WA	\$316,019	Executive Director	\$49,365	<b>\$44,319</b>	2024
<a href="#">Guardian Advocates Inc</a>	IN	\$309,153	Ceo	\$13,012	<b>\$13,760</b>	2024
<a href="#">Abled</a>	CA	\$308,176	Executive Director	\$9,000	<b>\$7,793</b>	2024
<a href="#">Growing Veterans</a>	WA	\$307,655	Executive Director	\$60,769	<b>\$56,169</b>	2023
<a href="#">Restoration Of Hope Inc</a>	AR	\$317,696	Director	\$48,760	<b>\$56,584</b>	2023
<a href="#">Lutheran Housing Services 9 Inc</a>	OH	\$307,104	President/ce	\$54,426	<b>\$57,805</b>	2024
<a href="#">Southeastern Ohio Center For</a>	OH	\$319,232	Exec Dir/pre	\$37,489	<b>\$39,817</b>	2024
<a href="#">Pines Of Peace Inc</a>	NY	\$306,024	Executive Dir.	\$57,859	<b>\$52,428</b>	2024
<a href="#">Northrop Loving Care Inc</a>	MI	\$319,280	Vice President	\$95,140	<b>\$98,473</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Mujeres Extraordinaries Inc</a>	CA	\$320,180	President	\$41,250	<b>\$36,773</b>	2023
<a href="#">Mercy And Truth Christian Ministries Inc</a>	NC	\$304,428	President	\$90,789	<b>\$94,069</b>	2024
<a href="#">Unlimited Potential Inc</a>	TX	\$304,008	Executive Director	\$75,600	<b>\$75,833</b>	2024
<a href="#">Island Connections</a>	ME	\$302,749	Executive Di	\$63,622	<b>\$63,884</b>	2024
<a href="#">Next Step Clubhouse</a>	NC	\$322,694	Executive Dir.	\$40,210	<b>\$41,663</b>	2024
<a href="#">Justice Health Intiative Inc</a>	MA	\$323,991	Founder & Director	\$92,249	<b>\$83,126</b>	2024
<a href="#">Wheelchair Ramp Accessibility Program</a>	IA	\$324,595	Program Manager	\$60,000	<b>\$65,878</b>	2024
<a href="#">Dress For Success Of Western Massachusetts</a>	MA	\$324,685	Executive Director	\$60,608	<b>\$56,227</b>	2023
<a href="#">Erins Hope For Friends Inc</a>	GA	\$300,546	Executive Dir.	\$70,785	<b>\$71,371</b>	2024
<a href="#">Lutheran Housing Services 10 Inc</a>	OH	\$325,479	President/ce	\$62,368	<b>\$68,197</b>	2023

**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](https://peerbasis.org/methodology).

## ● Sample, role match & sensitivity

**PEER COUNT** 282 organizations. Compensation range \$608–\$380,012; filing years 2022–2025.

**SIZE BASIS** Matched on total revenue (\$312,631); for reference, expenses \$215,896 and assets \$775,547.

<b>ROLE MATCH</b>	Serena A Howarth, reported title " <i>EXECUTIVE DIRECTOR</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
<b>RELATED-ORG PAY</b>	27 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
<b>OUTLIERS</b>	6 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	<b>52<sup>nd</sup></b>
Total compensation (D + F), as reported (no adjustments)	<b>53<sup>rd</sup></b>
Reportable pay only (column D), adjusted	<b>56<sup>th</sup></b>
All sources (D + E + F), adjusted	<b>46<sup>th</sup></b>

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 (Serena A Howarth) 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 (P80), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$56,648 is reasonable (approximately the 52<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.