

# Gertrude Wood Community Foundation

Executive Director / CEO

EIN 432099497

OH · NTEE S20

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Mashelle Y Williams-gladney, Executive Director / CEO** (\$45,006) against **every comparable organization** that fit the selection criteria — **19** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **42<sup>nd</sup>** percentile of comparable organizations within the typical range

**Benchmarked executive:** Mashelle Y Williams-gladney — reported title “Affordable Housing Director”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

## How comparable organizations were selected

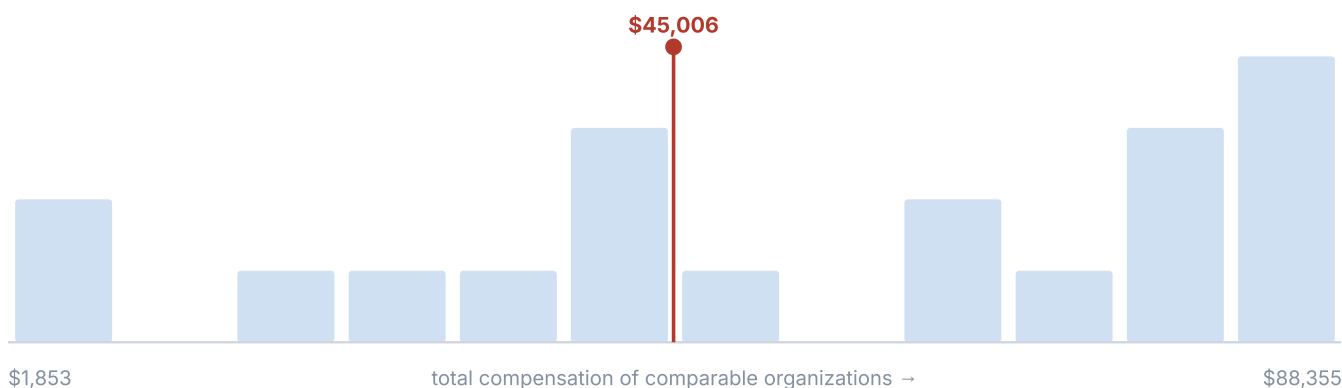
**SECTOR** Organizations sharing the subject's NTEE classification (S20).

**BUDGET** Total revenue between \$334,480 and \$748,836 — 0.67x to 1.50x the subject's \$499,224 (the band tightens as size grows).

**GEOGRAPHY** Same NTEE sector (S20) + OH + budget 0.67–1.5x revenue.

**19** organizations qualified on sector, size, and geography → **19** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$17,461

\$35,593

\$60,996

\$76,951

\$84,825

**\$45,006**



## ● 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 OH 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="#">Riverview International Center Inc</a>	OH	\$494,255	Executive Di	\$75,000	<b>\$75,000</b>	2024
<a href="#">South Euclid Community Urban Redevelopment Corp</a>	OH	\$491,400	Executive Director Former	\$65,506	<b>\$65,506</b>	2024
<a href="#">J Jireh Development Corp</a>	OH	\$489,023	Executive Di	\$30,000	<b>\$30,000</b>	2024
<a href="#">The Dayton Equity Center</a>	OH	\$524,562	Executive Dir.	\$40,000	<b>\$40,000</b>	2024
<a href="#">Neighborhood Conservation Services</a>	OH	\$446,181	Exec Dir	\$59,246	<b>\$60,996</b>	2023
<a href="#">Community Building Partnership Of Stark</a>	OH	\$554,600	Executive Director	\$85,820	<b>\$88,355</b>	2023
<a href="#">Downtown Mansfield Inc</a>	OH	\$433,938	Executive Di	\$67,784	<b>\$69,786</b>	2023
<a href="#">North Union Farmers Market</a>	OH	\$430,713	Executive Di	\$87,814	<b>\$87,814</b>	2024
<a href="#">Historic Downtown Millersburg Inc</a>	OH	\$426,715	Executive Director	\$41,667	<b>\$41,667</b>	2024
<a href="#">Leipsic Community Center</a>	OH	\$416,554	Executive Di	\$31,185	<b>\$31,185</b>	2024
<a href="#">Associated Neighborhood Centers</a>	OH	\$410,835	Executive Director	\$48,500	<b>\$48,500</b>	2024
<a href="#">Westtown Community Development Corp</a>	OH	\$398,892	Executive Di	\$84,078	<b>\$84,078</b>	2024
<a href="#">Morgan County Improvement</a>	OH	\$634,170	Board Member	\$1,800	<b>\$1,853</b>	2023
<a href="#">Columbus Organizing Project</a>	OH	\$355,451	Lead Organizer	\$78,901	<b>\$78,901</b>	2024
<a href="#">University District Organization Inc</a>	OH	\$670,101	Executive Director	\$80,000	<b>\$82,363</b>	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Junction Coalition</a>	OH	\$684,478	Executive Director	\$72,254	<b>\$74,388</b>	2023
<a href="#">Block 4 Community Urban Redevelopment</a>	OH	\$723,127	Executive Director	\$3,000	<b>\$3,000</b>	2024
<a href="#">Grace Urban Development Corporation</a>	OH	\$724,713	Executive Dir.	\$44,046	<b>\$44,046</b>	2024
<a href="#">Western Reserve Community</a>	OH	\$728,167	Executive Di	\$21,076	<b>\$21,076</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to OH 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 OH 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	19 organizations. Compensation range \$1,853–\$88,355; filing years 2023–2024.
SIZE BASIS	Matched on total revenue (\$499,224); for reference, expenses \$160,175 and assets \$527,782. <b>Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.</b>
ROLE MATCH	Mashelle Y Williams-gladney, reported title " <i>Affordable Housing Director</i> ", benchmarked as Executive Director / CEO. <b>Selected as the organization's highest-paid individual without an exact title match — the board should confirm this is a comparable role.</b>
RELATED-ORG PAY	2 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

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>42<sup>nd</sup></b>

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), as reported (no adjustments)	42 <sup>nd</sup>
Reportable pay only (column D), adjusted	47 <sup>th</sup>
All sources (D + E + F), adjusted	37 <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 (Mashelle Y Williams-gladney) 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 19 similarly situated organizations (Same NTEE sector (S20) + OH + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$45,006 is reasonable (approximately the 42<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.