

# Pathway Initiative Inc

Executive Director / CEO

This analysis benchmarks the total compensation of **Lawrence Mensah, Executive Director / CEO** (\$17,190) against **every comparable organization** that fit the selection criteria — **22** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

**Compensation sits at approximately the 0<sup>th</sup> percentile of comparable organizations**

below the typical range for comparable organizations

**Benchmarked executive:** Lawrence Mensah — reported title "CEO", a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

**SECTOR** Organizations sharing the subject's NTEE classification (P20).

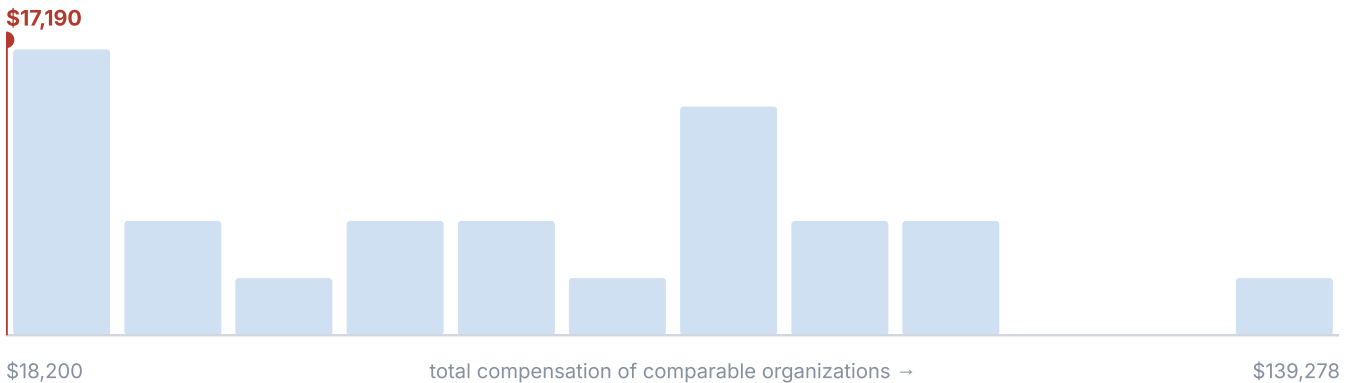
**BUDGET** Total revenue between \$216,602 and \$484,932 — 0.67x to 1.50x the subject's \$323,288 (the band tightens as size grows).

**GEOGRAPHY** Same NTEE sector (P20) + MA + budget 0.67–1.5x revenue.

**22** organizations qualified on sector, size, and geography

→ **22** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$23,205	\$30,265	\$64,882	\$85,939	\$99,775	\$17,190
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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 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
<a href="#">Massachusetts Climate Action Network Inc</a>	MA	\$337,333	Executive Director Part Year	\$53,548	<b>\$55,130</b>	2023
<a href="#">Second Chance Cars Inc</a>	MA	\$306,993	Executive Director	\$100,000	<b>\$100,000</b>	2024
<a href="#">Urbano Project Inc</a>	MA	\$302,196	Executive Director/vp	\$61,800	<b>\$61,800</b>	2024
<a href="#">Horizons Greater Boston Inc</a>	MA	\$293,348	Exec Dir (As Of 06/2024)	\$70,548	<b>\$70,548</b>	2024
<a href="#">Beaver Institute Inc</a>	MA	\$354,286	Executive Dir.	\$92,968	<b>\$92,968</b>	2024
<a href="#">Cohasset Center For Student Coastal</a>	MA	\$280,012	President	\$34,184	<b>\$34,184</b>	2024
<a href="#">Kisoboka Uganda</a>	MA	\$277,162	Founder	\$40,000	<b>\$40,000</b>	2024
<a href="#">Community Service Of Newburyport</a>	MA	\$378,838	Executive Di	\$67,963	<b>\$67,963</b>	2024
<a href="#">Visiting Dental Hygiene Inc</a>	MA	\$384,927	Board Chair	\$139,278	<b>\$139,278</b>	2024
<a href="#">Berkshire Missions Inc</a>	MA	\$256,337	Execdirector	\$18,200	<b>\$18,200</b>	2024
<a href="#">Route One Ministry</a>	MA	\$252,784	Executive Director	\$97,747	<b>\$97,747</b>	2024
<a href="#">Families For Depression Awareness Inc</a>	MA	\$400,607	Coexec Director	\$104,939	<b>\$104,939</b>	2024
<a href="#">Coalition For Social Justice Action</a>	MA	\$239,351	Executive Director	\$20,394	<b>\$21,857</b>	2022
<a href="#">Sciboston Inc</a>	MA	\$409,561	Executive Di	\$89,954	<b>\$87,635</b>	2025
<a href="#">Michael Dukakis Institute Inc</a>	MA	\$232,616	Treasurer	\$26,000	<b>\$26,000</b>	2024
<a href="#">Ibew Local 104 Brotherhood Fund</a>	MA	\$229,105	President	\$78,194	<b>\$80,504</b>	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Southeastern Massachusetts Agricultural</a>	MA	\$227,975	Executive Director	\$79,603	<b>\$79,603</b>	2024
<a href="#">Newborn Brain Society Inc</a>	MA	\$423,941	Director Of Operations	\$80,850	<b>\$80,850</b>	2024
<a href="#">Hospitality Common Inc</a>	MA	\$222,254	Director, Executive Director	\$28,127	<b>\$28,958</b>	2023
<a href="#">Community Play Workshop Inc</a>	MA	\$436,551	Executive Dir.	\$25,233	<b>\$25,978</b>	2023
<a href="#">Greater North Shore Link Inc</a>	MA	\$471,011	Clerk	\$22,240	<b>\$22,897</b>	2023
<a href="#">Cambridge Artificial Intelligencer Inc</a>	MA	\$475,001	President Treasurer Clerk Director	\$50,000	<b>\$50,000</b>	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 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 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](https://peerbasis.org/methodology).

## Sample, role match & sensitivity

PEER COUNT	22 organizations. Compensation range \$18,200–\$139,278; filing years 2022–2025.
SIZE BASIS	Matched on total revenue (\$323,288); for reference, expenses \$422,080 and assets \$21,144.
ROLE MATCH	Lawrence Mensah, reported title "CEO", benchmarked as Executive Director / CEO. The title maps directly to this role.
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	0 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	0 <sup>th</sup>
Reportable pay only (column D), adjusted	9 <sup>th</sup>
All sources (D + E + F), adjusted	0 <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 (Lawrence Mensah) 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 22 similarly situated organizations (Same NTEE sector (P20) + MA + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$17,190 is reasonable (approximately the 0<sup>th</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.