

# University District Development Associat

Executive Director / CEO

EIN 911973749

WA · NTEE S31

FY ending 2024-12-31

June 10, 2026

This analysis benchmarks the total compensation of **Juliet Sinisterra, Executive Director / CEO** (\$139,201) against **every comparable organization** that fit the selection criteria — **99** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **79<sup>th</sup>** percentile of comparable organizations within the typical range

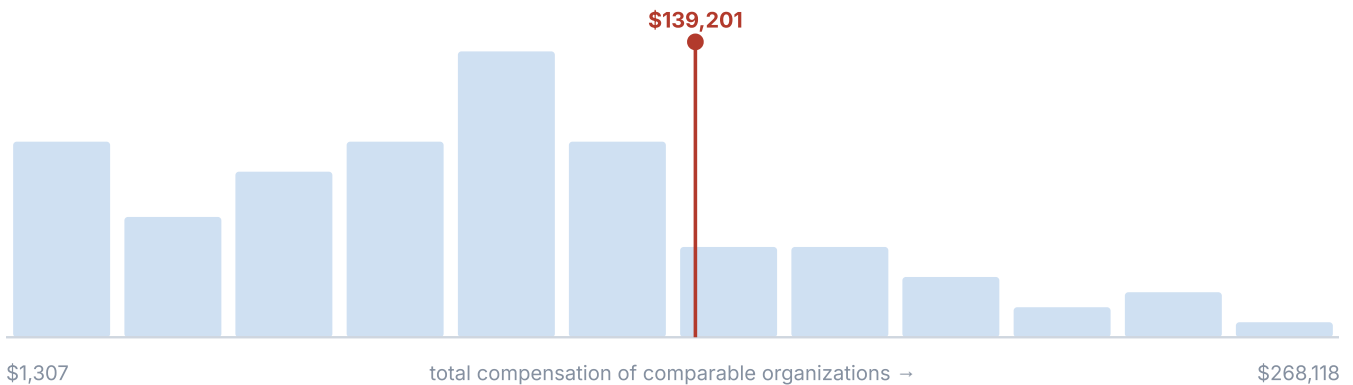
**Benchmarked executive:** Juliet Sinisterra — reported title “CEO - OFFICER”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (S31).
BUDGET	Total revenue between \$301,377 and \$674,725 — 0.67x to 1.50x the subject's \$449,817 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (S31), nationwide + budget 0.67–1.5x revenue.

**99** organizations qualified on sector, size, and geography → **99** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$16,551	\$53,481	\$93,852	\$128,888	\$178,259	\$139,201
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10TH	25TH	MEDIAN	75TH	90TH	THIS ORG · 79TH
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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 WA 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="#">Central Region Innovation And</a>	KY	\$450,611	Executive Director	\$48,082	<b>\$59,402</b>	2023
<a href="#">Michigan Faith In Action</a>	MI	\$448,959	Executive Di	\$61,700	<b>\$71,132</b>	2024
<a href="#">Pyramid Community Development Corporatio</a>	OH	\$448,140	Executive Direcotr	\$38,514	<b>\$45,562</b>	2024
<a href="#">Certified Development Corporation</a>	SC	\$447,388	Director	\$1,875	<b>\$2,185</b>	2024
<a href="#">Vibe District Virginia Beach</a>	VA	\$446,533	Executive Director	\$91,406	<b>\$98,577</b>	2024
<a href="#">Bayview Community Development Corp</a>	CA	\$453,216	Vice Chairman	\$12,000	<b>\$11,574</b>	2024
<a href="#">Pemiscot County Initiative Network</a>	MO	\$441,365	Director	\$52,977	<b>\$61,056</b>	2025
<a href="#">Lowell Development &amp; Financial Corp</a>	MA	\$458,536	Executive Di	\$151,318	<b>\$151,877</b>	2024
<a href="#">Conyers Rockdale Economic Deve</a>	GA	\$436,100	Exec Director	\$125,750	<b>\$145,396</b>	2023
<a href="#">Fly Sun Valley Alliance Inc</a>	ID	\$427,621	Executive Di	\$135,752	<b>\$161,298</b>	2024
<a href="#">Dania Economic Development Corp Inc</a>	FL	\$474,716	Executive Director	\$92,065	<b>\$103,532</b>	2022
<a href="#">Avatar Non-profit Inc</a>	FL	\$475,621	President	\$5,000	<b>\$5,246</b>	2024
<a href="#">Downtown Pkb Inc</a>	WV	\$423,548	Executive Di	\$66,121	<b>\$79,964</b>	2024
<a href="#">Menomonee Valley Partners Inc</a>	WI	\$420,413	Executive Director	\$105,614	<b>\$126,837</b>	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Chico Economic Planning Corporation</a>	CA	\$417,941	Executive Director	\$104,004	<b>\$103,272</b>	2023
<a href="#">Midlands Latino Community Development</a>	NE	\$483,552	Executive Director	\$112,800	<b>\$139,513</b>	2023
<a href="#">Burlington Community Development Corp</a>	VT	\$415,198	President	\$19,449	<b>\$22,510</b>	2023
<a href="#">Tacony Community Development Corpor</a>	PA	\$414,614	Interim Executive Director	\$55,846	<b>\$62,204</b>	2024
<a href="#">Rolland Curtis Commercial Qalicb Inc</a>	CA	\$413,513	President	\$29,689	<b>\$28,634</b>	2024
<a href="#">The Peoples Place Inc</a>	CT	\$412,013	Executive Director	\$50,769	<b>\$53,168</b>	2024
<a href="#">Waipahu Community Association</a>	HI	\$411,945	Executive Dir.	\$50,000	<b>\$50,000</b>	2024
<a href="#">Yonkers South Broadway District Management Association Inc</a>	NY	\$411,834	Executive Director	\$81,304	<b>\$84,483</b>	2023
<a href="#">West Broadway Business And Area Coalition</a>	MN	\$406,331	Executive Director	\$93,521	<b>\$103,215</b>	2024
<a href="#">Craft3 Future Fund</a>	OR	\$405,349	President	\$31,950	<b>\$34,119</b>	2023
<a href="#">Colorado Thrives</a>	CO	\$497,226	Executive Director	\$170,630	<b>\$182,746</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to WA 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 WA 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	99 organizations. Compensation range \$1,307–\$268,118; filing years 2022–2025.
SIZE BASIS	Matched on total revenue (\$449,817); for reference, expenses \$430,113 and assets \$283,548.
ROLE MATCH	Juliet Sinisterra, reported title "CEO - OFFICER", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	14 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	2 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	79 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	84 <sup>th</sup>
Reportable pay only (column D), adjusted	81 <sup>st</sup>
All sources (D + E + F), adjusted	68 <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 (Juliet Sinisterra) 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 99 similarly situated organizations (Same NTEE sector (S31), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$139,201 is reasonable (approximately the 79<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.