

Friends Apartment Homes Inc

Executive Director / CEO

EIN 237437199
 IN · NTEE L22
 FY ending 2024-12-31
 June 9, 2026

This analysis benchmarks the total compensation of **Kathy Clendineng, Executive Director / CEO** (\$9,885) against **every comparable organization** that fit the selection criteria — **122** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **16th** percentile of comparable organizations below the typical range for comparable organizations

Benchmarked executive: Kathy Clendineng — reported title “Manager”, 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 (L22).
BUDGET	Total revenue between \$117,061 and \$262,077 — 0.67x to 1.50x the subject's \$174,718 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (L22), nationwide + budget 0.67–1.5x revenue.

122 organizations qualified on sector, size, and geography → **122** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$8,000	\$15,773	\$28,843	\$55,567	\$74,251	\$9,885
---------	----------	----------	----------	----------	---------



■ 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 IN 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
La Casa Village li Inc	WI	\$175,199	Board Member	\$21,467	\$21,259	2024
Tonopah Lamb Senior Housing Inc	MN	\$172,831	President/tr	\$68,006	\$62,079	2025
Pigeon Creek I Inc	OH	\$172,538	President	\$9,146	\$9,186	2024
Morse Elderly Housing Corporation	FL	\$177,756	Vice Preside	\$75,384	\$65,423	2025
Maine Adult Education Association	ME	\$179,147	Executive Director	\$44,659	\$41,312	2025
North East Manor Inc	PA	\$179,147	Ceo	\$18,725	\$17,707	2024
Coulee Homes Ltd	WI	\$179,604	President/ceo	\$138,859	\$141,579	2023
Spring Valley Manor Inc	AZ	\$169,124	Coo & Vice President	\$13,954	\$13,101	2023
Unity Court Apartments Inc	WV	\$180,733	President	\$53,483	\$54,912	2024
Roslindale Senior Housing Corporation	MA	\$180,909	President	\$28,210	\$24,038	2024
Shoals Senior Housing Inc	IN	\$168,267	Secretary	\$11,050	\$11,050	2024
Senior Residence At Kapolei 2 Inc	HI	\$168,208	Executive Director/assista	\$12,712	\$10,792	2024
Northern Valley Home	ND	\$181,247	President	\$600	\$624	2024
Methodist Village Inc	AR	\$182,403	Ceo	\$14,434	\$14,989	2025
Converse-kokomo Oic Housing Servicesinc	CA	\$184,108	President/ceo	\$68,128	\$55,785	2024
Henry County Housing Development Group Inc	IL	\$164,664	President	\$21,232	\$19,794	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Wyoming Dementia Care	WY	\$185,772	Executive Dir.	\$114,017	\$115,775	2024
Affordable Caring Housing Inc	TX	\$186,001	Chief Program Administrator	\$57,360	\$56,016	2023
Asi - Bozeman Inc	MN	\$163,239	President/tr	\$68,006	\$62,079	2025
Community Housing li Inc	OR	\$186,689	President & Ceo	\$45,693	\$40,238	2024
Topeka Supportive Housing Inc	MN	\$162,367	President/tr	\$68,006	\$62,079	2025
Asi Dakota County Inc	MN	\$188,708	President/tr	\$68,006	\$62,079	2025
Apostolic Temple Village Association Inc	IN	\$188,942	President	\$32,987	\$33,961	2023
Hillsboro Supportive Housing Inc	OR	\$160,162	Finance Dir.	\$13,072	\$11,511	2024
Golden Rule Community Development Corp	CA	\$159,853	President	\$10,000	\$8,188	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to IN 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 IN 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 122 organizations. Compensation range \$270–\$454,232; filing years 2022–2025.

SIZE BASIS Matched on total revenue (\$174,718); for reference, expenses \$111,067 and assets \$1,492,277.

ROLE MATCH Kathy Clendineng, reported title "*Manager*", benchmarked as Executive Director / CEO. **Selected as the organization's highest-paid individual without an exact title match — the board should confirm this is a comparable role.**

RELATED-ORG PAY 105 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

OUTLIERS 7 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	16 th
Total compensation (D + F), as reported (no adjustments)	14 th
Reportable pay only (column D), adjusted	89 th
All sources (D + E + F), adjusted	2 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 (Kathy Clendineng) 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 122 similarly situated organizations (Same NTEE sector (L22), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$9,885 is reasonable (approximately the 16th 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.