

Judson Services Inc

Executive Director / CEO

EIN 320051961

OH · NTEE E02

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Kendra Urdzik, Executive Director / CEO** (\$30,195) against **every comparable organization** that fit the selection criteria — **163** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 21st percentile of comparable organizations

below the typical range for comparable organizations

Benchmarked executive: Kendra Urdzik — 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 (E02). |
| BUDGET | Total revenue between \$0 and \$0 — 0.00x to 0.00x the subject's \$0 (the band tightens as size grows). |
| GEOGRAPHY | Same NTEE major group (E), nationwide + budget 0.67–1.5x revenue. |

163 organizations qualified on sector, size, and geography → **163** within the band form the benchmarked peer set.

Distribution of comparable compensation



| | | | | | |
|----------|----------|----------|-----------|-----------|----------|
| \$13,484 | \$38,197 | \$65,730 | \$142,448 | \$304,336 | \$30,195 |
|----------|----------|----------|-----------|-----------|----------|



■ 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 |
|---|-------|---------|-------------------------|-----------------|------------------|------|
| Lifecare Supportive Medicine Inc | NC | \$0 | President & Ceo | \$61,849 | \$60,337 | 2024 |
| Metairie Physicians Services Inc | LA | \$0 | Secretary/treasurer | \$20,699 | \$22,155 | 2023 |
| Crotched Mountain Rehabilitation Center | NH | \$0 | President & Ceo | \$32,010 | \$27,906 | 2024 |
| Hamilton Health Center Community | PA | \$0 | Chief Executive Officer | \$8,753 | \$8,241 | 2024 |
| Hebrew Homes Health Network Inc | NJ | \$0 | Chief Executive Officer | \$285,022 | \$247,363 | 2023 |
| Choice Healthcare Foundation Inc | GA | \$0 | President & Ceo | \$12,355 | \$11,729 | 2024 |
| Texas Employers For Affordable | TX | \$0 | Executive Di | \$50,000 | \$48,617 | 2023 |
| Ochin Practice Services | OR | \$0 | Chair | \$90,614 | \$79,450 | 2024 |
| Family Health Center Realty Inc | MA | \$0 | President And Ceo | \$26,971 | \$22,883 | 2024 |
| Piedmont Triad Health Services | NC | \$0 | President | \$188,934 | \$184,316 | 2024 |
| Douglas Gardens Senior Housing Inc | FL | \$0 | President | \$14,478 | \$12,841 | 2024 |
| Peacehealth Networks | WA | \$0 | President | \$61,913 | \$52,335 | 2024 |
| Chesapeake Head Injury Center Inc | MD | \$0 | Immediate Past Presidnt | \$132,597 | \$117,042 | 2024 |

| ORGANIZATION | STATE | REVENUE | MATCHED TITLE | COMP (REPORTED) | COMP (ADJUSTED) | FY |
|--|-------|---------|--|-----------------|--------------------|------|
| Um Health | MI | \$0 | President | \$55,501 | \$54,087 | 2024 |
| Southwest Community Hospital Inc | TX | \$0 | President/director | \$335,427 | \$316,792 | 2024 |
| Phoebe Dorminy Medical Center Inc | GA | \$0 | Chair/pres/c | \$288,557 | \$273,935 | 2024 |
| Trinity Health Pace Of Montgomery County | MD | \$0 | Director; President & Ceo | \$172,937 | \$152,650 | 2024 |
| Hrh Real Estate Holding Company Inc | IN | \$0 | Vice Chairperson | \$1,264 | \$1,259 | 2024 |
| Nyu Langone Ipa Inc | NY | \$0 | Evp Finance & Ccfo Through Jan 2024 | \$2,340,928 | \$1,997,186 | 2024 |
| Dana-farber Cancer Care Network Inc | MA | \$0 | Trustee & President | \$354,681 | \$300,922 | 2024 |
| General Living Centers Inc | LA | \$0 | Pres & Chief Executive Off | \$345,780 | \$359,486 | 2024 |
| Tufts Medical Center Parent Inc | MA | \$0 | Trustee/president/ceo | \$359,711 | \$305,189 | 2024 |
| Collier Health Care Inc | FL | \$0 | President/ceo/trustee | \$36,167 | \$32,079 | 2024 |
| Baystate Total Home Care Inc | MA | \$0 | Trustee (Thru 6/3/24)/president & Ceo - Bh | \$44,265 | \$37,556 | 2024 |
| Baptist Patient Safety System Inc | TN | \$0 | System Director-risk Services | \$200,663 | \$199,144 | 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.

● Sample, role match & sensitivity

| | |
|-----------------|---|
| PEER COUNT | 163 organizations. Compensation range \$451–\$18,658,143; filing years 2023–2025. |
| SIZE BASIS | Matched on total revenue (\$0); for reference, expenses \$0 and assets \$0. |
| ROLE MATCH | Kendra Urdzik, reported title "CEO", benchmarked as Executive Director / CEO. The title maps directly to this role. |
| RELATED-ORG PAY | 152 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material. |
| OUTLIERS | 18 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 | 21 st |
| Total compensation (D + F), as reported (no adjustments) | 20 th |
| Reportable pay only (column D), adjusted | 0 th |
| All sources (D + E + F), adjusted | 23 rd |

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 (Kendra Urdzik) 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 163 similarly situated organizations (Same NTEE major group (E), nationwide + budget 0.67–1.5× revenue).

3. The authorized body determined that total compensation of \$30,195 is reasonable (approximately the 21st 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.