

Telos Inc

Executive Director / CEO

EIN **391276749**
 WI · NTEE L20Z
 FY ending 2024-06-30
June 9, 2026

This analysis benchmarks the total compensation of **Margaret Kidder, Executive Director / CEO** (\$7,938) against **every comparable organization** that fit the selection criteria — **296** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 8th percentile of comparable organizations

below the typical range for comparable organizations

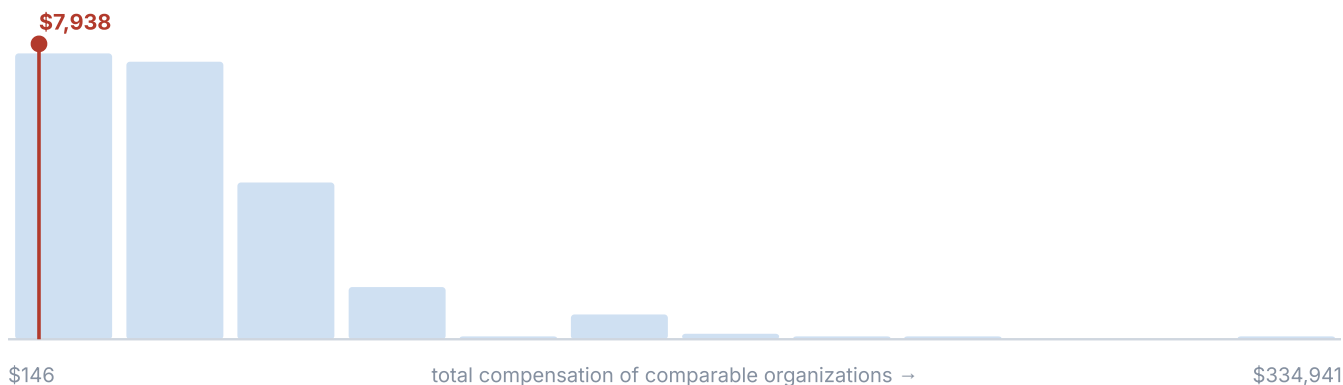
Benchmarked executive: Margaret Kidder — reported title “EXECUTIVE DIRECTOR”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (L20Z).
BUDGET	Total revenue between \$284,721 and \$637,437 — 0.67x to 1.50x the subject's \$424,958 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (L20), nationwide + budget 0.67–1.5x revenue.

296 organizations qualified on sector, size, and geography → **296** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$9,488	\$19,130	\$40,357	\$59,728	\$91,461	\$7,938
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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 WI 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
Familyforward	IL	\$424,621	Executive Dir.	\$54,359	\$49,852	2025
Restore Neighborhoods La Inc	CA	\$424,610	Executive Director	\$189,200	\$161,055	2023
North Suffolk Group Homes Inc	MA	\$425,345	Ceo	\$23,870	\$20,010	2025
Homestart Inc	OH	\$424,017	Assistant Treasurer	\$40,146	\$40,715	2024
1675 Westchester Avenue Housing	NY	\$423,426	President/ceo	\$172,076	\$153,285	2023
St John's Commons Inc	MD	\$427,070	Executive Director	\$34,485	\$30,075	2025
United Church Residences Of Memphis	OH	\$422,130	Treasurer	\$34,230	\$35,740	2023
Will Woods V	LA	\$427,876	President	\$15,244	\$16,073	2024
Oakhill Associates Inc	OR	\$428,323	President	\$21,359	\$19,554	2023
United Church Residences Of Marion Ohio Inc	OH	\$428,927	Treasurer	\$34,230	\$35,740	2023
1347 Morris Avenue Corporation	NY	\$429,170	Ceo	\$18,651	\$16,614	2023
Chattanooga Community Housing	TN	\$420,375	President, Executive Direc	\$109,627	\$110,338	2024
Hdp Mason Housing Corporation	CA	\$430,446	President & Ceo	\$9,264	\$7,660	2024
Appalachia Habitat For Humanity Inc	TN	\$430,684	Executive Director	\$56,058	\$58,088	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Kalamazoo Collective Housing	MI	\$418,734	Executive Director	\$40,648	\$40,173	2024
California Community Builders Inc	CA	\$417,818	Ceo	\$116,007	\$95,917	2024
Housing Works East New York Housing	NY	\$417,473	Secretary	\$27,348	\$24,362	2023
Asi Woodlands Senior Housing Inc	MN	\$432,875	President/tr	\$68,006	\$62,684	2025
Cooperative Services Inc	MI	\$433,046	Assistant Secretary	\$69,471	\$66,890	2025
Wind Terrace Inc	TX	\$415,985	Secretary/treasurer	\$43,875	\$43,266	2023
Lexington Home Ownership Comm li	KY	\$415,276	President	\$70,585	\$74,758	2023
Housing Whitefish Inc	MT	\$415,176	Executive Di	\$75,277	\$75,695	2025
Long Island Family & Elder Care Inc	NY	\$414,767	Associated Executive Director	\$52,400	\$45,339	2024
Franklin-williamson Properties Inc	IL	\$435,784	Chair	\$19,355	\$17,750	2025
New Bern Older Adult Housing	NC	\$412,869	President/ceo	\$48,900	\$48,380	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to WI 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 WI 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 296 organizations. Compensation range \$146–\$334,941; filing years 2023–2025.

SIZE BASIS	Matched on total revenue (\$424,958); for reference, expenses \$375,822 and assets \$355,018.
ROLE MATCH	Margaret Kidder, reported title "EXECUTIVE DIRECTOR", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	175 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	15 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	8 th
Total compensation (D + F), as reported (no adjustments)	6 th
Reportable pay only (column D), adjusted	0 th
All sources (D + E + F), adjusted	43 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 (Margaret Kidder) 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 296 similarly situated organizations (Same NTEE sector (L20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$7,938 is reasonable (approximately the 8th 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.