

Pac Holding Inc

Executive Director / CEO

EIN 431856971

MO · NTEE S47

FY ending 2023-12-31

June 9, 2026

This analysis benchmarks the total compensation of **David C Lady, Executive Director / CEO** (\$62,199) against **every comparable organization** that fit the selection criteria — **53** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **77th** percentile of comparable organizations within the typical range

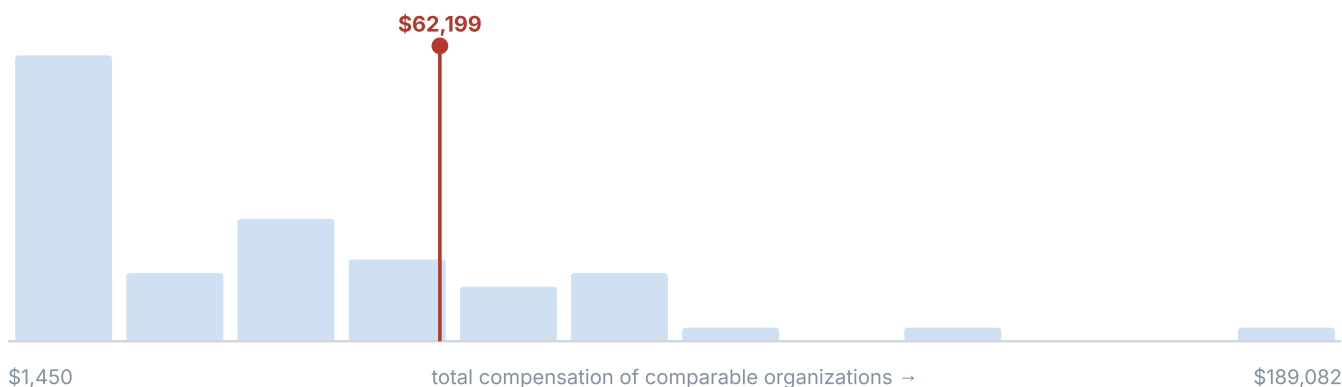
Benchmarked executive: David C Lady — reported title “PRESIDENT”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (S47).
BUDGET	Total revenue between \$110,550 and \$247,500 — 0.67x to 1.50x the subject's \$165,000 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (S47), nationwide + budget 0.67–1.5x revenue.

53 organizations qualified on sector, size, and geography → **53** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$6,277	\$10,739	\$33,723	\$57,509	\$89,342	\$62,199
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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 MO 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
Gifford Workforce Llc	MA	\$164,221	President	\$11,821	\$10,029	2023
Cahec Building Corporation	NC	\$166,344	Assistant Secretary	\$59,714	\$56,583	2024
Mount Sinai Med Office Buildii Inc	FL	\$163,279	President/ceo	\$77,682	\$66,924	2024
Ebec Holdings	RI	\$168,000	Executive Di	\$7,923	\$6,967	2024
The Labor Temple Association	MN	\$159,147	President	\$1,600	\$1,450	2024
Teamsters Local 682 Real Estate Company	MO	\$158,364	President/principal Office	\$93,107	\$90,436	2024
Primecare Belmont Cragin Holding	IL	\$172,050	Director	\$9,740	\$9,041	2023
Gifford Workforce Ii Llc	MA	\$173,448	President	\$11,821	\$10,029	2023
Sheet Metal Workers Local 58	NY	\$156,493	Director	\$56,945	\$47,189	2024
Institute Of Real Estate Management	MI	\$154,061	Executive Di	\$60,756	\$57,509	2024
Pac Development Inc	MO	\$176,953	President	\$57,598	\$55,946	2024
Bucknell Real Estate Inc	PA	\$177,000	Vp Fin And Adm	\$81,722	\$76,944	2023
Broad Street Holdings Inc	IN	\$177,653	President/secretary	\$20,168	\$20,081	2023
Children's Choice Property Two	NJ	\$178,332	President/c.e.o	\$19,805	\$16,216	2024
Laborers District Council Of Mn & Nd	MN	\$151,260	President/business Manager	\$114,694	\$103,931	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Elevator Constructors Local 9 Building	MN	\$179,728	President/treasurer	\$89,356	\$80,971	2024
Dpcr Holding Corporation	OH	\$150,000	Secretary	\$10,739	\$10,739	2023
Valley Board Of Realtors Inc	AK	\$181,274	Executive As	\$49,250	\$43,180	2024
Cement Masons' Local 780 Holding	NY	\$181,869	President	\$6,000	\$5,119	2023
Crocker Masonic Hall Association	CA	\$146,766	Cfo	\$11,000	\$8,968	2023
Sharing Center Properties Inc	FL	\$183,333	President & Ceo	\$20,495	\$17,657	2024
Puerto Rican Association For Human	NJ	\$146,634	Executive Director/ceo	\$8,688	\$7,114	2024
Dcfof Realty Investment Inc	TX	\$144,421	Executive Dir.	\$12,988	\$11,914	2024
Airconditioning And Refrigeration	CA	\$143,589	Administrator	\$73,014	\$57,819	2024
Kentco Holdings Corporation	RI	\$188,431	President	\$16,653	\$15,076	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MO cost of living and 2023 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 MO 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 **53** organizations. Compensation range \$1,450–\$189,082; filing years 2023–2025.

SIZE BASIS	Matched on total revenue (\$165,000); for reference, expenses \$160,543 and assets \$12,857,950.
ROLE MATCH	David C Lady, reported title " <i>PRESIDENT</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	42 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	77 th
Total compensation (D + F), as reported (no adjustments)	75 th
Reportable pay only (column D), adjusted	0 th
All sources (D + E + F), adjusted	85 th

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 (David C Lady) 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 53 similarly situated organizations (Same NTEE sector (S47), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$62,199 is reasonable (approximately the 77th 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.