

# Don't Stop Dreamin'

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Elder Paula, Executive Director / CEO** (\$7,726) against **every comparable organization** that fit the selection criteria — **63** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

**Compensation sits at approximately the 8<sup>th</sup> percentile of comparable organizations**

below the typical range for comparable organizations

**Benchmarked executive:** Elder Paula — reported title “EXECUTIVE DIRECOTR”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

**SECTOR** Organizations sharing the subject's NTEE classification (P81).

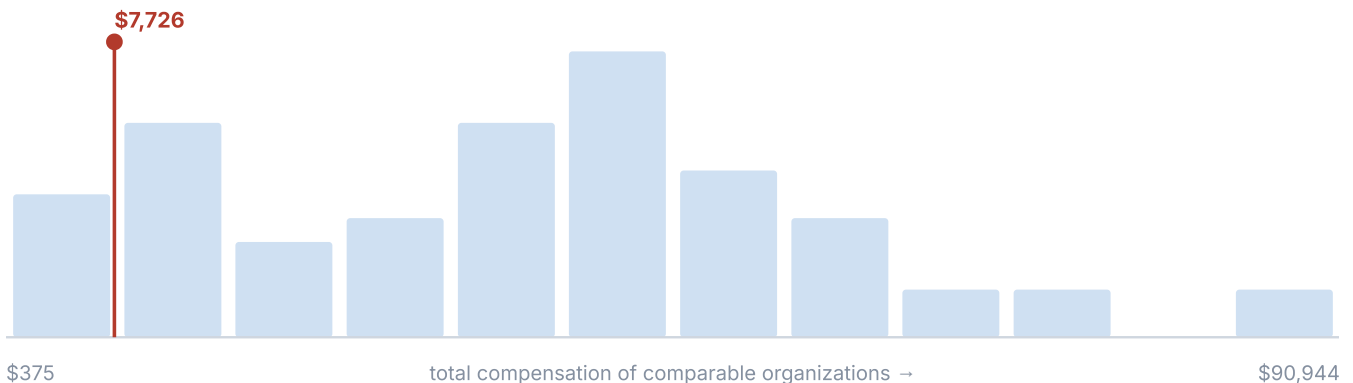
**BUDGET** Total revenue between \$105,933 and \$237,165 — 0.67x to 1.50x the subject's \$158,110 (the band tightens as size grows).

**GEOGRAPHY** Same NTEE sector (P81), nationwide + budget 0.67–1.5x revenue.

**63** organizations qualified on sector, size, and geography

→ **63** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$8,441

\$18,727

\$37,259

\$46,628

\$60,195

\$7,726



## ● 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 PA 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="#">Indiana Drug Enforcement</a>	IN	\$156,668	Training Coo	\$86,000	<b>\$90,944</b>	2023
<a href="#">Holiday Park Seniors Inc</a>	MD	\$161,293	Admin Office	\$10,623	<b>\$9,673</b>	2024
<a href="#">Wimberley Senior Citizens</a>	TX	\$153,672	Director	\$42,340	<b>\$41,252</b>	2024
<a href="#">Catholic Elderly Services Inc</a>	FL	\$150,977	President/ceo	\$48,011	<b>\$43,931</b>	2024
<a href="#">Spearfish Senior Service Center</a>	SD	\$166,122	Executive Dir.	\$48,800	<b>\$54,007</b>	2023
<a href="#">Zeta Zeta Lambda Company Inc</a>	NY	\$149,130	Treasurer	\$12,000	<b>\$10,874</b>	2023
<a href="#">Mcminn County Senior Citizens Inc</a>	TN	\$170,347	Executive Director	\$40,000	<b>\$40,952</b>	2024
<a href="#">Deliver Me Senior Support Services</a>	MS	\$145,734	Executive Director	\$34,935	<b>\$37,898</b>	2024
<a href="#">The Stanford Charitable Corporation</a>	TX	\$171,494	Executive Dir.	\$32,448	<b>\$30,800</b>	2025
<a href="#">Richmond Senior Servicesinc</a>	NY	\$171,987	Executive Director	\$56,290	<b>\$49,543</b>	2024
<a href="#">East Sabine Senior Services Inc</a>	TX	\$172,236	Member	\$20,625	<b>\$20,095</b>	2024
<a href="#">Las Vegas Deaf Seniors</a>	NV	\$143,458	President	\$1,650	<b>\$1,611</b>	2024
<a href="#">Thanks Mom &amp; Dad Fund Inc</a>	GA	\$173,128	Int. Exec. Dir.	\$36,685	<b>\$36,988</b>	2023
<a href="#">Richwood Civic Center Inc</a>	OH	\$173,836	Executive Director	\$28,325	<b>\$28,467</b>	2025
<a href="#">Gadsden Senior Services Inc</a>	FL	\$174,891	Fiscal Manager	\$9,111	<b>\$8,583</b>	2023
<a href="#">Society Of Active Retirees</a>	MI	\$177,704	Executive Director	\$76,696	<b>\$75,117</b>	2025
<a href="#">Faith In Action Caregivers Inc</a>	WV	\$129,899	Executive Director	\$53,030	<b>\$55,926</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Greenmount Senior Center Inc</a>	MD	\$128,472	Officer	\$42,000	<b>\$37,259</b>	2025
<a href="#">Harpwell Aging At Home</a>	ME	\$187,857	Director	\$1,000	<b>\$975</b>	2024
<a href="#">Marshall County Senior Citizens Corp</a>	TN	\$127,301	Executive Director	\$44,136	<b>\$45,187</b>	2024
<a href="#">Salida Senior Daycare Inc</a>	CO	\$188,933	Executive Director	\$45,000	<b>\$42,028</b>	2024
<a href="#">Cwa Littleton Inc</a>	CO	\$193,470	Executive Di	\$10,000	<b>\$9,339</b>	2024
<a href="#">Senior Citizens Center</a>	WI	\$193,775	Co-director	\$47,569	<b>\$48,388</b>	2024
<a href="#">Center For Successful Aging</a>	CA	\$195,248	Administrative Director	\$41,167	<b>\$35,646</b>	2023
<a href="#">Lita Love Is The Answer</a>	CA	\$195,577	Executive Dir.	\$70,538	<b>\$61,079</b>	2023

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to PA 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 PA 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	63 organizations. Compensation range \$375–\$90,944; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$158,110); for reference, expenses \$208,293 and assets \$340,198.
ROLE MATCH	Elder Paula, reported title <i>"EXECUTIVE DIRECOTR"</i> , benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	1 peer 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	8 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	8 <sup>th</sup>
Reportable pay only (column D), adjusted	0 <sup>th</sup>
All sources (D + E + F), adjusted	71 <sup>st</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 (Elder Paula) 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 63 similarly situated organizations (Same NTEE sector (P81), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$7,726 is reasonable (approximately the 8<sup>th</sup> 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.