

Cadre Inc Communities Aligned For

Executive Director / CEO

EIN 811219331

GA · NTEE P81

FY ending 2024-12-31

June 10, 2026

This analysis benchmarks the total compensation of **Jeffery Andrew Hales, Executive Director / CEO** (\$74,491) against **every comparable organization** that fit the selection criteria — **146** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **71st** percentile of comparable organizations

within the typical range

Benchmarked executive: Jeffery Andrew Hales — reported title “Executive Dir.”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

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

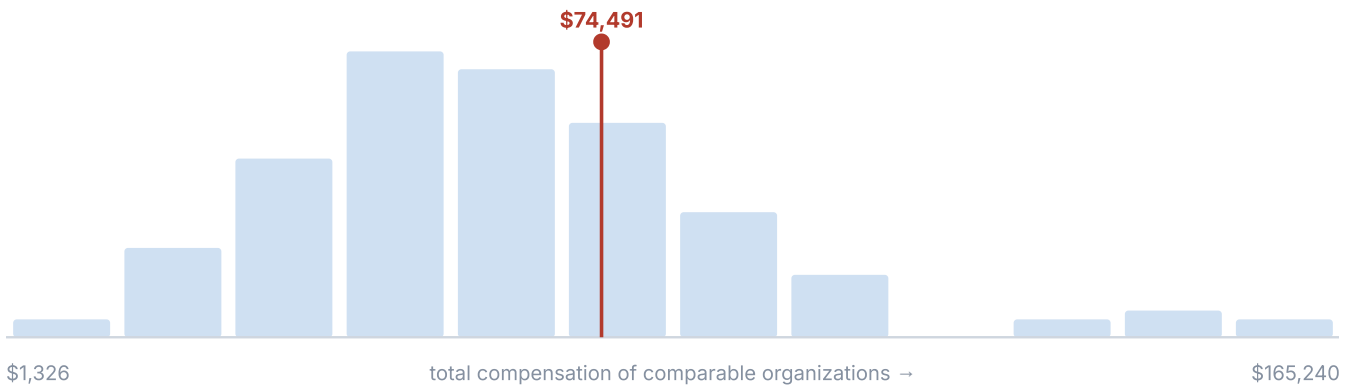
BUDGET Total revenue between \$332,915 and \$745,333 — 0.67x to 1.50x the subject's \$496,889 (the band tightens as size grows).

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

146 organizations qualified on sector, size, and geography

→ **146** within the band from the benchmarked peer set.

Distribution of comparable compensation



\$31,565	\$44,467	\$60,335	\$76,402	\$93,929	\$74,491
----------	----------	----------	----------	----------	----------



■ 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 GA 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
Marion County Council On Aging	SC	\$496,417	Executive Director	\$49,395	\$51,250	2024
Brooks Senior Center	NY	\$496,084	Program Director	\$90,453	\$81,290	2024
Holbrook Senior Citizens Association	AZ	\$495,796	Acting Ex Dir	\$48,706	\$45,386	2025
Westerly Senior Citizens Center	RI	\$494,316	Executive Di	\$81,782	\$75,981	2025
Verde Valley Senior Citizens	AZ	\$499,693	Executive Di	\$71,416	\$70,325	2023
Jewish Older Adult Services	NJ	\$493,781	Executive Di	\$78,072	\$69,326	2024
Friends Of Estacada Community Center Inc	OR	\$493,163	Director	\$35,220	\$32,529	2024
Silver Lake Annex Multi-purpose Community Center	RI	\$491,278	Board Member	\$23,887	\$22,780	2024
Life Eldercare Inc	CA	\$506,607	Executive Director	\$157,687	\$135,420	2024
Bees Senior Citizens Inc	AR	\$507,043	Executive Di	\$66,737	\$72,684	2025
Broken Arrow Seniors Inc	OK	\$486,051	Executive Dir.	\$76,536	\$86,293	2023
Claiborne Voluntary Council On Aging Inc	LA	\$483,767	Executive Director	\$47,840	\$52,391	2024
Saline Area Senior Council Inc	MI	\$510,131	Drector	\$58,037	\$59,577	2024
Plum Senior Community Center	PA	\$510,512	Executive Director	\$76,320	\$75,694	2024
Ashland County Aging Unit	WI	\$483,070	Executive Di	\$45,000	\$48,120	2023
Kennett Area Senior Center Inc	PA	\$481,912	Executive Di	\$80,000	\$77,299	2025

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Meridian Area Senior Citizens	ID	\$477,088	Center Director	\$79,940	\$84,575	2024
Bell County Senior Citizens	KY	\$476,055	Executive Director	\$39,960	\$41,597	2025
Oxford Senior Center Inc	PA	\$475,631	Executive Di	\$92,169	\$89,056	2025
Clarence Senior Citizens Inc	NY	\$519,974	Executive Dir.	\$39,050	\$36,130	2023
Project Concern Inc	KS	\$472,106	Executive Director	\$52,949	\$56,891	2024
Covenant Place Foundation	MO	\$470,877	President And Ceo	\$17,274	\$18,196	2024
Murphys Senior Center	CA	\$467,574	Schetzline	\$35,631	\$30,600	2024
Inter-church Council Of Greater	MA	\$464,599	Director	\$87,721	\$78,398	2024
Madison County Elderly Services Inc	IA	\$464,189	Executive Director	\$66,893	\$70,967	2025

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to GA 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 GA 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	146 organizations. Compensation range \$1,326–\$165,240; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$496,889); for reference, expenses \$527,071 and assets \$93,079.
ROLE MATCH	Jeffery Andrew Hales, reported title " <i>Executive Dir.</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY 6 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	71 st
Total compensation (D + F), as reported (no adjustments)	72 nd
Reportable pay only (column D), adjusted	49 th
All sources (D + E + F), adjusted	66 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 (Jeffery Andrew Hales) 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 10, 2026, comparing compensation against 146 similarly situated organizations (Same NTEE sector (P81), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$74,491 is reasonable (approximately the 71st 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 10, 2026.