

# Vermont Alliance For Recovery

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Jeffrey Moreau, Executive Director / CEO** (\$105,326) against **every comparable organization** that fit the selection criteria — **33** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **97<sup>th</sup>** percentile of comparable organizations above the 90th percentile — board review recommended

**Benchmarked executive:** Jeffrey Moreau — reported title “EXECUTIVE DI”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

**SECTOR** Organizations sharing the subject's NTEE classification (L99).

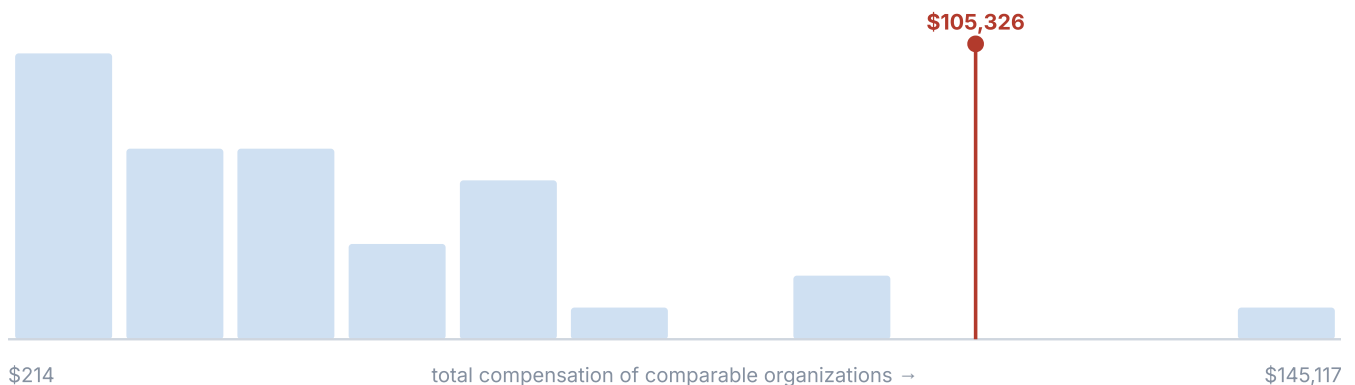
**BUDGET** Total revenue between \$95,935 and \$214,782 — 0.67x to 1.50x the subject's \$143,188 (the band tightens as size grows).

**GEOGRAPHY** Same NTEE sector (L99), nationwide + budget 0.67–1.5x revenue.

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

→ **33** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$4,935	\$12,061	\$28,688	\$52,067	\$60,087	<b>\$105,326</b>
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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 VT 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="#">Sunflower Diversified</a>	KS	\$140,625	Member, Exec Dir Sds	\$2,192	<b>\$2,353</b>	2024
<a href="#">Belford Commons Corporation</a>	VA	\$148,577	Ceo/president	\$59,710	<b>\$57,279</b>	2024
<a href="#">Attleboro Enterprises Development</a>	MA	\$149,909	Secretary	\$5,893	<b>\$5,417</b>	2023
<a href="#">Lss Housing North Willow Inc</a>	WI	\$151,848	President	\$40,683	<b>\$42,212</b>	2024
<a href="#">Harambee House Inc</a>	MO	\$133,890	President	\$7,395	<b>\$7,581</b>	2025
<a href="#">Housing Associates Inc</a>	MD	\$133,639	Executive Director	\$4,329	<b>\$4,140</b>	2023
<a href="#">Arroyo Commons Inc</a>	CA	\$152,875	President	\$41,962	<b>\$37,062</b>	2023
<a href="#">Alexander Apartments Of Plant City Inc</a>	FL	\$153,338	Ceo	\$38,719	<b>\$36,138</b>	2024
<a href="#">Stansbury Homes Inc</a>	MD	\$157,839	President	\$20,272	<b>\$19,386</b>	2023
<a href="#">Flora Vista Housing Development Fund</a>	NY	\$158,970	President & Ceo (Thru 4/23)	\$56,332	<b>\$52,067</b>	2023
<a href="#">Thi-14 Inc</a>	IL	\$126,596	Chief Executive Officer	\$29,764	<b>\$29,930</b>	2023
<a href="#">Portland Supportive Housing Inc</a>	OR	\$162,208	Finance Direc.	\$13,072	<b>\$12,061</b>	2024
<a href="#">The Affordable Housing Group</a>	TX	\$121,648	Exec. Director	\$59,412	<b>\$60,789</b>	2023
<a href="#">Auburn Housing Authority Inc</a>	KS	\$121,407	Manager	\$12,000	<b>\$13,260</b>	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Warriors Center For Women Phillips County</a>	AR	\$165,072	Secretary & Executive Director	\$28,100	<b>\$31,381</b>	2024
<a href="#">Decatur Street Residences Inc</a>	CO	\$167,476	President	\$25,082	<b>\$23,895</b>	2024
<a href="#">Family Community Housing</a>	GA	\$117,012	Executive Di	\$85,008	<b>\$84,920</b>	2024
<a href="#">Huntsville Voa Housing Inc</a>	AL	\$173,879	President/ceo	\$53,238	<b>\$55,670</b>	2025
<a href="#">Greenlawn Centerport Historical Association</a>	NY	\$110,937	Director	\$32,800	<b>\$28,688</b>	2025
<a href="#">Vesta's Hearth Inc</a>	MD	\$175,501	President	\$21,417	<b>\$19,893</b>	2024
<a href="#">Broward Coalition For The Homeless</a>	FL	\$110,120	Chairman	\$91,015	<b>\$87,456</b>	2023
<a href="#">Metro North Community Development Corp</a>	FL	\$108,340	Executive Dir.	\$60,000	<b>\$56,000</b>	2024
<a href="#">Hearthstone Housing Ltd</a>	WI	\$178,857	President/ceo	\$139,859	<b>\$145,117</b>	2024
<a href="#">Three West Housing Inc</a>	OR	\$179,019	Treasurer	\$18,132	<b>\$16,729</b>	2024
<a href="#">Tiny Village Spirit</a>	CA	\$104,151	Executive Director	\$250	<b>\$214</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to VT 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 VT 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](http://peerbasis.org/methodology).

## ● Sample, role match & sensitivity

**PEER COUNT** 33 organizations. Compensation range \$214–\$145,117; filing years 2023–2025.

**SIZE BASIS** Matched on total revenue (\$143,188); for reference, expenses \$152,378 and assets \$84,521.

ROLE MATCH	Jeffrey Moreau, reported title "EXECUTIVE DI", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	21 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	1 peer 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	97 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	97 <sup>th</sup>
Reportable pay only (column D), adjusted	100 <sup>th</sup>
All sources (D + E + F), adjusted	39 <sup>th</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 (Jeffrey Moreau) 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 33 similarly situated organizations (Same NTEE sector (L99), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$105,326 is reasonable (approximately the 97<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.