

# Ashland Assisted Living Inc

Executive Director / CEO

EIN 341908342  
OH · NTEE P750  
FY ending 2023-06-30  
June 9, 2026

This analysis benchmarks the total compensation of **Rev Larry A Crowell, Executive Director / CEO** (\$9,088) against **every comparable organization** that fit the selection criteria — **27** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

**Compensation sits at approximately the 7<sup>th</sup> percentile of comparable organizations**

below the typical range for comparable organizations

**Benchmarked executive:** Rev Larry A Crowell — reported title "PRESIDENT & CEO", a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

**SECTOR** Organizations sharing the subject's NTEE classification (P750).

**BUDGET** Total revenue between \$280,175 and \$627,259 — 0.67x to 1.50x the subject's \$418,173 (the band tightens as size grows).

**GEOGRAPHY** Same NTEE sector (P75), nationwide + budget 0.67–1.5x revenue.

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

→ **27** within the band from the benchmarked peer set.

## Distribution of comparable compensation



\$11,691

\$23,535

\$39,058

\$84,043

\$97,292

\$9,088



## ■ 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 OH 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="#">Agebetter Inc</a>	WI	\$421,456	Executive Di	\$79,362	<b>\$78,254</b>	2023
<a href="#">Management Services Inc</a>	CA	\$410,924	President	\$122,712	<b>\$97,173</b>	2024
<a href="#">Neville Communities Inc</a>	MA	\$428,923	Executive Director (Until 01/24)	\$4,250	<b>\$3,502</b>	2024
<a href="#">Englishton Park Inc</a>	IN	\$398,892	Executive Director	\$24,075	<b>\$23,283</b>	2024
<a href="#">Casa Bienvivir</a>	TX	\$394,889	C.e.o.	\$438,486	<b>\$402,245</b>	2024
<a href="#">St Croix Valley Supportive Housing</a>	MN	\$394,144	President And Ceo	\$41,871	<b>\$37,942</b>	2024
<a href="#">Senior Advocates For Generational Equity</a>	OR	\$393,791	Executive Director	\$95,524	<b>\$81,351</b>	2024
<a href="#">Wrc North Fork Heights</a>	PA	\$382,563	Board Member/cbdo	\$42,708	<b>\$39,058</b>	2024
<a href="#">Rice Arlington Sr Supportive Hsg</a>	MN	\$455,762	President/tr	\$65,715	<b>\$61,307</b>	2023
<a href="#">The Wesley Inc</a>	MD	\$380,240	Executive Dir.	\$113,685	<b>\$97,470</b>	2024
<a href="#">Sunnyside Citywide Homecare</a>	NY	\$337,202	Associate Executive Director Of Finance	\$42,934	<b>\$36,630</b>	2023
<a href="#">Massachusetts Aging Access</a>	MA	\$504,325	Executive Director	\$139,698	<b>\$115,123</b>	2024
<a href="#">West Valley Towers</a>	CA	\$325,033	President/ceo	\$68,128	<b>\$53,949</b>	2024
<a href="#">Age Well Arrowhead Inc</a>	MN	\$513,287	Executive Director	\$103,594	<b>\$93,873</b>	2024
<a href="#">Shepherds Of Independence</a>	MI	\$514,872	Chairman	\$91,632	<b>\$86,735</b>	2024
<a href="#">Lutheran Homes Foundation</a>	NY	\$520,117	Cwp President/ceo	\$14,262	<b>\$12,168</b>	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Rochester Community Care Home Inc</a>	VT	\$522,351	Executive Director	\$44,837	<b>\$42,609</b>	2023
<a href="#">Bishop Morrow Personal Care Home</a>	PA	\$302,813	President	\$12,000	<b>\$10,975</b>	2024
<a href="#">Real Services Housing Inc</a>	IN	\$300,889	President/ce	\$36,785	<b>\$36,625</b>	2023
<a href="#">Gideon Pond West Inc</a>	MN	\$546,963	Board Chair/ceo	\$26,250	<b>\$23,787</b>	2024
<a href="#">laaaa Education Institute Inc</a>	IN	\$566,957	Chief Executive Officer	\$4,496	<b>\$4,476</b>	2023
<a href="#">Peace Haven Association</a>	IA	\$569,030	Administrator	\$36,056	<b>\$37,274</b>	2023
<a href="#">Saint John Of Kronstadt</a>	NY	\$581,295	Administrator	\$89,339	<b>\$76,220</b>	2023
<a href="#">Albany Mennonite Home Village Foundation</a>	OR	\$583,813	Ceo	\$18,626	<b>\$15,863</b>	2024
<a href="#">Charles H Farnsworth Housing</a>	MA	\$585,720	Cfo	\$26,544	<b>\$22,521</b>	2023

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to OH 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 OH 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	27 organizations. Compensation range \$3,502–\$402,245; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$418,173); for reference, expenses \$325,948 and assets \$1,527,703.
ROLE MATCH	Rev Larry A Crowell, reported title <i>"PRESIDENT &amp; CEO"</i> , benchmarked as Executive Director / CEO. The title maps directly to this role.

**RELATED-ORG PAY** 11 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	7 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	7 <sup>th</sup>
Reportable pay only (column D), adjusted	0 <sup>th</sup>
All sources (D + E + F), adjusted	70 <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 (Rev Larry A Crowell) 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 27 similarly situated organizations (Same NTEE sector (P75), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$9,088 is reasonable (approximately the 7<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.