

West Central Mo Hickory Estates Inc

Executive Director / CEO

EIN 061787181

MO · NTEE L20

FY ending 2025-03-31

June 9, 2026

This analysis benchmarks the total compensation of **Mary Lou Schussler, Executive Director / CEO** (\$24,797) against **every comparable organization** that fit the selection criteria — **254** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **35th** percentile of comparable organizations within the typical range

Benchmarked executive: Mary Lou Schussler — reported title “CHIEF EXECUTIVE OFFICER”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR Organizations sharing the subject's NTEE classification (L20).

BUDGET Total revenue between \$129,644 and \$290,248 — 0.67x to 1.50x the subject's \$193,499 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (L20), nationwide + budget 0.67–1.5x revenue.

254 organizations qualified on sector, size, and geography

→ **254** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$6,420

\$17,072

\$34,285

\$58,017

\$76,251

\$24,797



■ 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
City Helps Cdc	IL	\$194,169	Executive Director	\$36,667	\$34,935	2024
Jbf Projects Inc	OH	\$191,336	Project Manager	\$11,180	\$11,815	2023
Notre Dame Living Center Inc	NE	\$191,228	Director	\$375	\$391	2024
Opportunity Apartments Inc	IN	\$191,033	President/ceo	\$9,893	\$10,111	2024
Black Hills Workshop Residential	SD	\$196,231	Ceo	\$38,491	\$40,108	2025
Asi Great Falls Inc	MN	\$190,468	President/tr	\$65,715	\$64,788	2023
Glenn-verde Housing Inc	AZ	\$190,266	President/ceo	\$34,911	\$32,539	2024
St Francis Of Assisi Residences At	MA	\$190,168	Exec. Dir./p	\$3,180	\$2,852	2023
Network Housing '91 Inc	OH	\$197,210	Ceo (Exited 3.24.25)	\$30,598	\$31,408	2024
Wilson Street Apartments Inc	RI	\$189,475	President - Trustee	\$83,575	\$77,664	2024
Roxbury Main Streets Revitalization Corporation	MA	\$189,221	Executive Director	\$86,893	\$75,673	2024
Sabin Group I	CO	\$188,844	Board President & Ceo Of Mhcd	\$24,467	\$23,408	2023
Vip Rjp Housing Development Fund	NY	\$187,328	President/ceo	\$50,896	\$45,888	2023
Dwight Way Housing Inc	CA	\$186,012	Ceo	\$47,732	\$41,124	2023
Broadwal Inc	MA	\$185,519	Executive Director	\$18,487	\$16,100	2024
Asi Henderson Inc	MN	\$185,291	President/tr	\$68,006	\$63,445	2025

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Suburban Alternatives Land Trust	CA	\$184,910	Chairman-ceo	\$96,000	\$80,337	2024
Las Vegas Supportive Housing Inc	MN	\$184,865	President/tr	\$68,006	\$63,445	2025
Habitat For Humanity Of Highland Co Inc	OH	\$184,627	Director	\$10,710	\$10,993	2024
Asi - Jamestown Inc	MN	\$184,619	President/tr	\$65,715	\$64,788	2023
Preservation Non-profit Housing	MI	\$202,558	President	\$38,599	\$38,611	2024
Sean Brook House Inc	MA	\$184,359	Executive Director	\$29,252	\$26,227	2023
Mid-peninsula San Pedro Inc	CA	\$202,686	Cfo / Assistant Secretary	\$77,467	\$64,828	2024
Allies Homes 2005 Inc	NJ	\$183,802	Chief Executive Officer	\$29,476	\$25,505	2024
Special Force Family Ministries Inc	MO	\$203,253	President	\$33,225	\$35,111	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 2025 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 254 organizations. Compensation range \$391–\$282,917; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$193,499); for reference, expenses \$237,497 and assets \$1,539,658.

ROLE MATCH	Mary Lou Schussler, reported title " <i>CHIEF EXECUTIVE OFFICER</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	166 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	10 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	35 th
Total compensation (D + F), as reported (no adjustments)	34 th
Reportable pay only (column D), adjusted	0 th
All sources (D + E + F), adjusted	34 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 (Mary Lou Schussler) 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 254 similarly situated organizations (Same NTEE sector (L20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$24,797 is reasonable (approximately the 35th 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.