

Mill Creek Senior Housing Corp

Executive Director / CEO

EIN 204633288

MI - NTEE I20

FY ending 2024-06-30

June 9, 2026

This analysis benchmarks the total compensation of **Jennifer Bouchard, Executive Director / CEO** (\$55,148) 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 **19th** percentile of comparable organizations below the typical range for comparable organizations

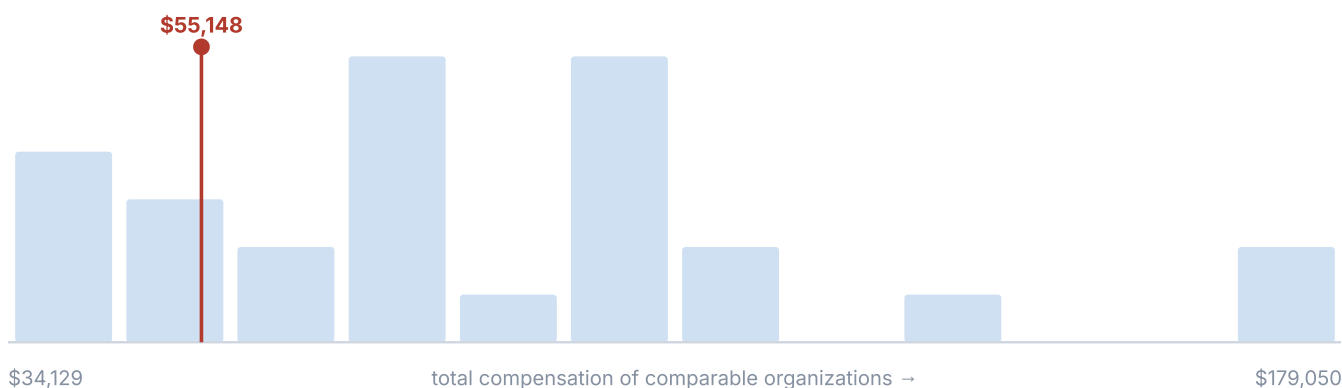
Benchmarked executive: Jennifer Bouchard — reported title “Administrator”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (I20).
BUDGET	Total revenue between \$297,827 and \$666,777 — 0.67x to 1.50x the subject's \$444,518 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (I20), nationwide + budget 0.67–1.5x revenue.

27 organizations qualified on sector, size, and geography → **27** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$38,486	\$57,945	\$79,781	\$97,845	\$121,558	\$55,148
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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 MI 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
Young New Yorkers Inc	NY	\$449,219	Executive Dir.	\$191,537	\$167,684	2024
Keeping Identities Safe Inc	DC	\$476,104	Chairman & President	\$153,514	\$134,369	2023
Rights & Democracy Education Fund Inc	VT	\$484,515	Executive Director	\$100,025	\$97,540	2024
Morgan Nick Foundation Inc	AR	\$401,560	Exec Director	\$56,592	\$61,630	2024
Off-the-grid Missions	CA	\$401,509	President & Ceo	\$92,385	\$77,288	2024
Advoz	PA	\$488,584	Executive Di	\$76,807	\$76,400	2023
Missing Pieces Community Development Corporation	IN	\$494,313	Executive Director	\$175,249	\$179,050	2024
Headwaters At Incarnate Word Inc	TX	\$390,236	Executive Dir.	\$77,000	\$74,623	2024
100 E 182nd Street Housing	NY	\$387,966	Treasurer/secretary	\$44,892	\$39,301	2024
Radkids Inc	NC	\$385,662	Executive Di	\$96,000	\$98,941	2023
Wave Educational Fund Inc	WI	\$510,510	Executive Dir.	\$106,981	\$111,442	2023
Hampton Farms Senior Housing Corporation	MI	\$372,157	Administrator	\$57,066	\$57,066	2024
Elementz	OH	\$367,579	Executive Dir.	\$110,138	\$113,017	2024
Central FI Crimeline Program Inc	FL	\$527,209	Executive Director	\$106,374	\$96,816	2024
Detroit Crime Commission	MI	\$531,413	Executive Director	\$95,334	\$98,150	2023
The Alliance For A Safer Greater	MI	\$347,472	President	\$84,691	\$84,691	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Children's Safety Village Of Central	FL	\$339,777	Executive Director	\$88,899	\$80,911	2024
Whittier Alliance	MN	\$331,942	Executive Director	\$38,651	\$37,001	2024
The Albemarle County Police	VA	\$331,710	Executive Di	\$76,300	\$71,375	2024
Crime Stoppers Of Memphis And Shelby County Inc	TN	\$558,491	Ex. Director	\$52,400	\$54,939	2023
Nevada Child Seekers	NV	\$330,343	Executive Di	\$82,152	\$79,781	2024
North Carolinians Against Gun	NC	\$326,372	Executive Dir.	\$58,914	\$57,456	2025
Sylvania Prevention Alliance	OH	\$317,197	Trustee/exec	\$58,451	\$58,433	2025
First Coast Crime Stoppers Inc	FL	\$574,688	Executive Director	\$40,942	\$37,263	2024
Center For Non-violent Education & Parenting	CA	\$310,597	Executive Director	\$116,061	\$94,592	2025

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MI 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 MI 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 27 organizations. Compensation range \$34,129–\$179,050; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$444,518); for reference, expenses \$434,023 and assets \$2,817,065.

ROLE MATCH Jennifer Bouchard, reported title *"Administrator"*, benchmarked as Executive Director / CEO. **Selected as the organization's highest-paid individual without an exact title match — the board should confirm this is a comparable 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	19 th
Total compensation (D + F), as reported (no adjustments)	19 th
Reportable pay only (column D), adjusted	19 th
All sources (D + E + F), adjusted	15 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 (Jennifer Bouchard) 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 (I20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$55,148 is reasonable (approximately the 19th 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.