

# Bear Creek Development Corporation

Executive Director / CEO

EIN 752623312  
 TX · NTEE L20  
 FY ending 2024-12-31  
**June 9, 2026**

This analysis benchmarks the total compensation of **Cynthia Jenkins, Executive Director / CEO** (\$105,000) against **every comparable organization** that fit the selection criteria — **198** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **95<sup>th</sup>** percentile of comparable organizations above the 90th percentile — board review recommended

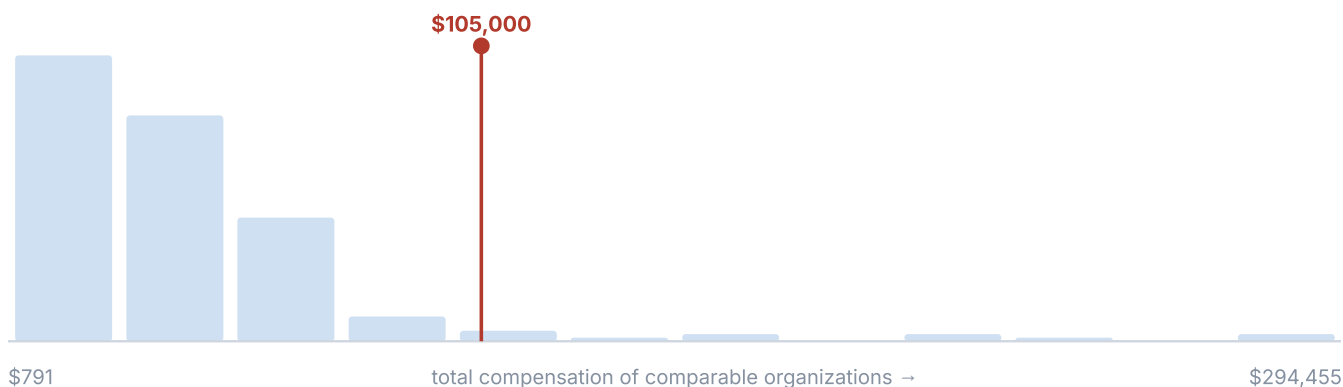
**Benchmarked executive:** Cynthia Jenkins — reported title “EXECUTIVE DIRECTOR”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (L20).
BUDGET	Total revenue between \$74,727 and \$167,299 — 0.67x to 1.50x the subject's \$111,533 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (L20), nationwide + budget 0.67–1.5x revenue.

**198** organizations qualified on sector, size, and geography → **198** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$6,919	\$15,104	\$30,085	\$53,663	\$68,577	<b>\$105,000</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 TX 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="#">Habitat For Humanity Aransas County</a>	TX	\$111,334	Executive Di	\$76,868	<b>\$76,868</b>	2024
<a href="#">Level-equity Building Inc</a>	PA	\$111,971	Ceo	\$91,667	<b>\$91,385</b>	2024
<a href="#">Southeastern Appalachian Rural Alliance Inc</a>	WV	\$112,251	Executive Director	\$31,250	<b>\$33,825</b>	2024
<a href="#">La Frontera Housing Inc</a>	AZ	\$113,310	President/ceo	\$34,911	<b>\$33,564</b>	2024
<a href="#">Fulfilling Housing li Inc</a>	OH	\$109,750	Executive Director	\$16,318	<b>\$17,788</b>	2023
<a href="#">Share Xi Inc</a>	NY	\$113,510	Executive Director	\$70,564	<b>\$65,626</b>	2023
<a href="#">Mental Retardation Community Services Of Nassau County- project</a>	NY	\$113,605	Chief Executive Officer	\$179,760	<b>\$162,385</b>	2024
<a href="#">Dreamscapes-building Visions Inc</a>	NJ	\$113,637	Chief Executive Officer	\$29,476	<b>\$26,309</b>	2024
<a href="#">Abilities At Cumberland Towers Inc</a>	FL	\$108,873	President/ceo	\$38,173	<b>\$36,909</b>	2023
<a href="#">Mojave Cedar Supportive Housing Inc</a>	MN	\$108,649	President/tr	\$68,006	<b>\$65,445</b>	2025
<a href="#">Palmetto Housing Corporation</a>	SC	\$108,638	Executive Director	\$9,421	<b>\$9,825</b>	2024
<a href="#">Argonaut House 2</a>	WA	\$108,603	Executive Director	\$10,769	<b>\$9,639</b>	2024
<a href="#">Watertower Residential Inc</a>	IN	\$108,546	Ex-officio & Regional Ceo	\$63,183	<b>\$68,577</b>	2023
<a href="#">Jm Apartments Inc</a>	RI	\$114,568	President	\$52,490	<b>\$51,802</b>	2023
<a href="#">Aim Community Living Inc</a>	NY	\$108,072	Executive Director	\$36,676	<b>\$33,131</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Delta Community Development And Law</a>	AR	\$108,000	President And Ceo	\$6,000	<b>\$6,742</b>	2024
<a href="#">Woodside Apartments Inc</a>	IN	\$115,079	President	\$44,374	<b>\$46,780</b>	2024
<a href="#">Nhs Stevens Housing Corporation</a>	PA	\$115,561	President/ceo	\$55,952	<b>\$57,428</b>	2023
<a href="#">Ken-crest Housing Pa 2009 Inc</a>	PA	\$107,399	Ceo	\$29,531	<b>\$29,440</b>	2024
<a href="#">Ottawa River Estates</a>	OH	\$107,271	Executive Director	\$6,211	<b>\$6,770</b>	2023
<a href="#">Fulfilling Housing Inc</a>	OH	\$115,822	Executive Director	\$15,476	<b>\$16,386</b>	2024
<a href="#">Grant Manor Homeowners Association</a>	MA	\$115,931	Director	\$76,210	<b>\$68,462</b>	2024
<a href="#">Preserving Us Inc</a>	KS	\$116,126	Executive Director	\$127,404	<b>\$137,596</b>	2024
<a href="#">West Rott Housing Inc</a>	CO	\$116,227	Secretary	\$12,000	<b>\$11,503</b>	2024
<a href="#">White's Livery Housing Development</a>	NY	\$106,819	Interim Ceo (February - July)	\$7,500	<b>\$6,976</b>	2023

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to TX 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 TX 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** 198 organizations. Compensation range \$791–\$294,455; filing years 2021–2025.

**SIZE BASIS** Matched on total revenue (\$111,533); for reference, expenses \$273,498 and assets \$1,223,181. **Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.**

ROLE MATCH	Cynthia Jenkins, reported title "EXECUTIVE DIRECTOR", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	154 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	8 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	95 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	94 <sup>th</sup>
Reportable pay only (column D), adjusted	97 <sup>th</sup>
All sources (D + E + F), adjusted	24 <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 (Cynthia Jenkins) 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 198 similarly situated organizations (Same NTEE sector (L20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$105,000 is reasonable (approximately the 95<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.