

Burrell Housing Options Corporation

Executive Director / CEO

EIN 830404999

MO · NTEE F33

FY ending 2023-06-30

June 9, 2026

This analysis benchmarks the total compensation of **Michael Schwend, Executive Director / CEO** (\$270,117) against **every comparable organization** that fit the selection criteria — **31** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **100th** percentile of comparable organizations above the 90th percentile — board review recommended

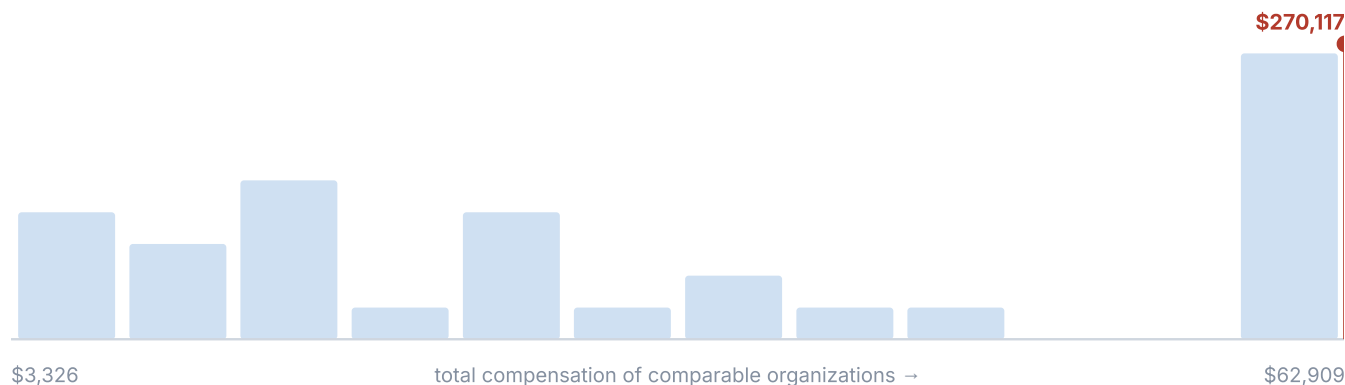
Benchmarked executive: Michael Schwend — reported title “PRESIDENT AND CEO - PFH”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (F33).
BUDGET	Total revenue between \$63,205 and \$141,505 — 0.67x to 1.50x the subject's \$94,337 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (F33), nationwide + budget 0.67–1.5x revenue.

31 organizations qualified on sector, size, and geography → **31** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$8,242	\$16,903	\$25,657	\$60,202	\$60,734	\$270,117
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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 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
Project Share Vii Inc	NY	\$93,702	Executive Director	\$70,564	\$60,202	2023
Valley Of The Sun School Properties Six	AZ	\$95,649	Board Member	\$19,940	\$18,106	2023
Richardville Apartments Ii Inc	IN	\$96,141	President	\$44,374	\$42,914	2024
Cla Homes I Corp	VA	\$98,070	Executive Director	\$3,855	\$3,326	2025
Ocl Properties Iii West Inc	NY	\$98,287	Chief Financial Officer	\$73,290	\$60,734	2024
Watertower West Inc	IN	\$99,521	Ex-officio & Regional Ceo	\$63,183	\$62,909	2023
Spf-iroch	IL	\$99,742	President/ceo	\$30,975	\$28,751	2023
180 Recovery House	AL	\$88,295	Director	\$21,830	\$25,036	2021
Orchard Community Inc	CA	\$88,278	Ceo	\$42,385	\$33,564	2024
Lakeview Place Inc	FL	\$100,580	Board Chair	\$11,777	\$10,446	2023
Project Share Vi Inc	NY	\$103,215	Executive Director	\$70,564	\$60,202	2023
Ocl Properties Vii Inc	NY	\$104,552	Chief Financial Officer	\$73,290	\$60,734	2024
Aspire To Be Great	OH	\$104,983	Exective Director	\$20,809	\$20,212	2024
Castor Housing Development Corporation	PA	\$82,752	Director Of Construction	\$13,787	\$12,981	2023
Woolard Homes Inc	MD	\$82,272	President	\$20,272	\$17,894	2023
New Strides Inc	NY	\$79,531	Executive Dir.	\$11,129	\$9,223	2024
Bell Tower Inc	IN	\$109,853	Ex-officio & Regional Ceo	\$63,183	\$62,909	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Bunker Residential Home	MO	\$111,118	Manager	\$23,914	\$23,228	2024
Dream Works Inc	NC	\$76,982	Executive Director	\$8,929	\$8,242	2025
East Pittsburgh Commons Inc	PA	\$73,506	President & Ceo	\$5,667	\$5,182	2024
Thresholds Housing Inc	IL	\$116,338	Chief Executive Officer	\$29,764	\$27,627	2023
Southlake Center Residential Inc	IN	\$71,939	Ex-officio & Regional Ceo	\$63,183	\$62,909	2023
Westside Community Residence Inc	NY	\$70,315	Ceo	\$18,651	\$15,912	2023
Stepping Stones To Success Inc	CA	\$118,760	Ceo	\$32,400	\$25,657	2024
Esperance Homes Inc	MD	\$67,788	President	\$20,272	\$17,894	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 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 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 31 organizations. Compensation range \$3,326–\$62,909; filing years 2021–2025.

SIZE BASIS Matched on total revenue (\$94,337); for reference, expenses \$137,099 and assets \$1,217,793. **Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.**

ROLE MATCH Michael Schwend, reported title *"PRESIDENT AND CEO - PFH"*, benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY 26 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

Sensitivity — the subject's percentile under alternative compensation definitions:

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	100 th
Total compensation (D + F), as reported (no adjustments)	100 th
Reportable pay only (column D), adjusted	0 th
All sources (D + E + F), adjusted	100 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 (Michael Schwend) 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 31 similarly situated organizations (Same NTEE sector (F33), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$270,117 is reasonable (approximately the 100th 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.