

Missing Middle Housing Fund

Executive Director / CEO

EIN 863980580

OR · NTEE L20

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Nathan Wildfire, Executive Director / CEO** (\$85,000) against **every comparable organization** that fit the selection criteria — **219** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 91st percentile of comparable organizations

above the 90th percentile — board review recommended

Benchmarked executive: Nathan Wildfire — reported title “CEO”, 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 \$94,959 and \$212,595 — 0.67x to 1.50x the subject's \$141,730 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (L20), nationwide + budget 0.67–1.5x revenue.

219 organizations qualified on sector, size, and geography → **219** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$8,564	\$19,291	\$36,154	\$60,325	\$82,891	\$85,000
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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 OR 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
Ocl Properties Xi Inc	NY	\$141,772	Chief Financial Officer	\$73,290	\$71,315	2024
Network Housing '92 Inc	OH	\$141,557	Ceo (Exited 3.24.25)	\$30,598	\$34,898	2024
Stamford Affordable Homes Inc	CT	\$141,907	President	\$44,490	\$43,761	2025
Ken-crest Housing Pa 2007 Inc	PA	\$142,087	Ceo	\$29,531	\$31,712	2024
The Beneficial Housing Foundation	CA	\$141,196	Ceo/chairman	\$124,517	\$115,781	2024
Carbondale Supportive Housing Inc	MN	\$142,529	President/tr	\$65,715	\$71,988	2023
Colorado Community Land Trust-	CO	\$140,591	Ceo/executive Director (Term End 07/23)	\$6,457	\$6,667	2024
Asi Sioux Falls Inc	MN	\$140,321	President/tr	\$68,006	\$70,495	2025
F W Residential Properties Inc	IL	\$143,152	Chair	\$19,355	\$19,962	2025
East Portland Supportive Housing Inc	OR	\$140,293	Finance Dir.	\$13,072	\$13,072	2024
Hardin County Housing Development Inc	OH	\$143,502	Maintenance Manager	\$43,051	\$50,551	2023
Merrimack Housing Corporation	MA	\$143,623	President (As Of 8/22/22)	\$2,702	\$2,692	2023
Southeastern Ohio H E A R T Inc	OH	\$143,800	President	\$24,000	\$27,373	2024
Appleton Housing Corporation	MA	\$143,893	President (As Of 8/22/22)	\$2,702	\$2,692	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Seddlemeier Inc	IN	\$139,411	President	\$44,374	\$50,390	2024
Hagerstown Neighborhood Development Partnership Inc	MD	\$139,199	Past Executive Director	\$70,270	\$72,833	2023
Salishan Apartments Inc	CA	\$144,446	Secretary/treasurer	\$37,437	\$35,839	2023
Morris County Affordable Housing	NJ	\$144,501	Director	\$4,736	\$4,688	2023
Asi Owatonna Inc	MN	\$138,902	President/tr	\$68,006	\$70,495	2025
Habitat For Humanity South Carolina	SC	\$144,857	Executive Dir.	\$76,256	\$88,195	2023
Ocean Housing Foundation	CA	\$144,987	Chief Executive Officer	\$61,000	\$58,396	2023
Mott Rural Rental Housing Corp	ND	\$138,275	President	\$3,600	\$4,254	2024
Fort Hill Avenue Inc	MA	\$145,235	President (As Of 8/22/22)	\$2,702	\$2,692	2023
Tumbleweed Housing Foundation	CA	\$138,128	Ceo	\$61,000	\$58,396	2023
A & E Association Inc	IL	\$137,280	Secretary/treasurer	\$12,317	\$13,425	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to OR 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 OR 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	219 organizations. Compensation range \$434–\$314,357; filing years 2021–2025.
SIZE BASIS	Matched on total revenue (\$141,730); for reference, expenses \$268,495 and assets \$2,970,424. Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.
ROLE MATCH	Nathan Wildfire, reported title "CEO", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	157 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	91 st
Total compensation (D + F), as reported (no adjustments)	91 st
Reportable pay only (column D), adjusted	94 th
All sources (D + E + F), adjusted	23 rd

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 (Nathan Wildfire) 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 219 similarly situated organizations (Same NTEE sector (L20), nationwide + budget 0.67–1.5× revenue).

3. The authorized body determined that total compensation of \$85,000 is reasonable (approximately the 91st 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.