

Elwood Community Development Corporation

Executive Director / CEO

EIN 201700622
 IN · NTEE S30
 FY ending 2024-12-31
June 9, 2026

This analysis benchmarks the total compensation of **Marcia Fry, Executive Director / CEO** (\$7,097) against **every comparable organization** that fit the selection criteria — **116** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 5th percentile of comparable organizations

below the typical range for comparable organizations

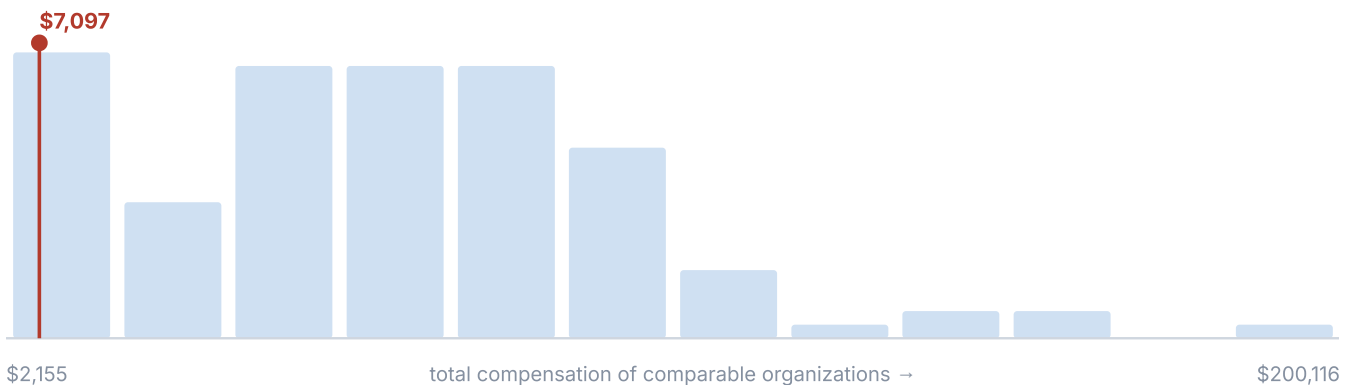
Benchmarked executive: Marcia Fry — reported title "EXECUTIVE DIRECTOR", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (S30).
BUDGET	Total revenue between \$141,309 and \$316,363 — 0.67x to 1.50x the subject's \$210,909 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (S30), nationwide + budget 0.67–1.5x revenue.

116 organizations qualified on sector, size, and geography → **116** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$11,222 10TH	\$33,476 25TH	\$61,647 MEDIAN	\$80,728 75TH	\$100,398 90TH	\$7,097 THIS ORG · 5TH
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\$7,097



■ 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 IN 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
Gateway South Innovation District	MO	\$209,054	President	\$63,747	\$65,916	2023
Northwest Wisconsin Economic	WI	\$208,540	Fiscal Manager	\$44,333	\$43,904	2024
Old Town Commercial Association	MI	\$208,424	Executive Director	\$66,308	\$64,900	2024
Boonslick Community Development	MO	\$213,628	Ex Officio M	\$87,706	\$90,690	2023
Columbus Compact Corporation	OH	\$213,718	President &	\$80,900	\$81,253	2024
Common Wealth Inc	OH	\$208,039	Executive Director	\$34,698	\$34,849	2024
Stanly County Convention And Vistiors Bureau Inc	NC	\$206,625	Director	\$50,977	\$48,660	2025
Montana West Economic Development	MT	\$205,356	President/ceo	\$11,287	\$11,537	2024
Bay Area Women Coalition Inc	AL	\$217,019	Executive Di	\$54,000	\$55,320	2024
Betamore Inc	MD	\$217,026	Executive Dir.	\$77,500	\$70,736	2023
Inner City Green Team Economic And Enviromental Development	NY	\$217,956	Charlton	\$100,000	\$85,688	2024
Crazy Love Africa	CO	\$203,713	Executive Director	\$11,000	\$10,297	2023
Elevate Edgerton Inc	KS	\$220,011	President/tr	\$137,815	\$141,184	2024
We Lead	IA	\$220,331	Executive Director	\$78,125	\$81,116	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Perris Community Economic Development Co	CA	\$200,227	Chief Executive Director	\$27,674	\$23,329	2023
Downtown Janesville Inc	WI	\$221,656	Managing Direct	\$74,519	\$73,799	2024
Norfolk Innovation Corridor	VA	\$221,725	Executive Di	\$20,000	\$18,312	2024
Healthy Neighborhood Enterprises	VA	\$200,019	Executive Director	\$65,337	\$61,589	2023
Lincoln County Economic Dev Foundation	KS	\$223,067	Director	\$61,163	\$64,509	2023
Economic Development Partnership Of Wrig	MN	\$223,376	Executive Director	\$69,060	\$64,709	2024
Emancipation Economic Development Council	TX	\$198,287	Executive Director	\$93,674	\$88,855	2024
Catalyst Community Capital Inc	FL	\$195,564	Ceo / Board Member	\$11,002	\$10,090	2023
Foodworks Alliance Llc	OH	\$195,468	Executive Di	\$34,678	\$35,858	2023
Business & Education Network Inc	KY	\$227,365	Executive Director	\$13,485	\$13,738	2024
Johnson County Economic Development Corp	MO	\$229,565	Executive Director	\$86,357	\$89,295	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to IN 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 IN 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 **116** organizations. Compensation range \$2,155–\$200,116; filing years 2023–2025.

SIZE BASIS	Matched on total revenue (\$210,909); for reference, expenses \$66,544 and assets \$1,410,671. Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.
ROLE MATCH	Marcia Fry, reported title " <i>EXECUTIVE DIRECTOR</i> "; benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	19 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	3 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	5 th
Total compensation (D + F), as reported (no adjustments)	5 th
Reportable pay only (column D), adjusted	16 th
All sources (D + E + F), adjusted	3 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 (Marcia Fry) 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 116 similarly situated organizations (Same NTEE sector (S30), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$7,097 is reasonable (approximately the 5th 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.