

Baltimore Avenue Redevelopment Corporation

Executive Director / CEO

EIN 232624278
 PA · NTEE S31Z
 FY ending 2024-12-31
June 10, 2026

This analysis benchmarks the total compensation of **Benjamin Smallwood, Executive Director / CEO** (\$80,418) against **every comparable organization** that fit the selection criteria — **56** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **70th** percentile of comparable organizations within the typical range

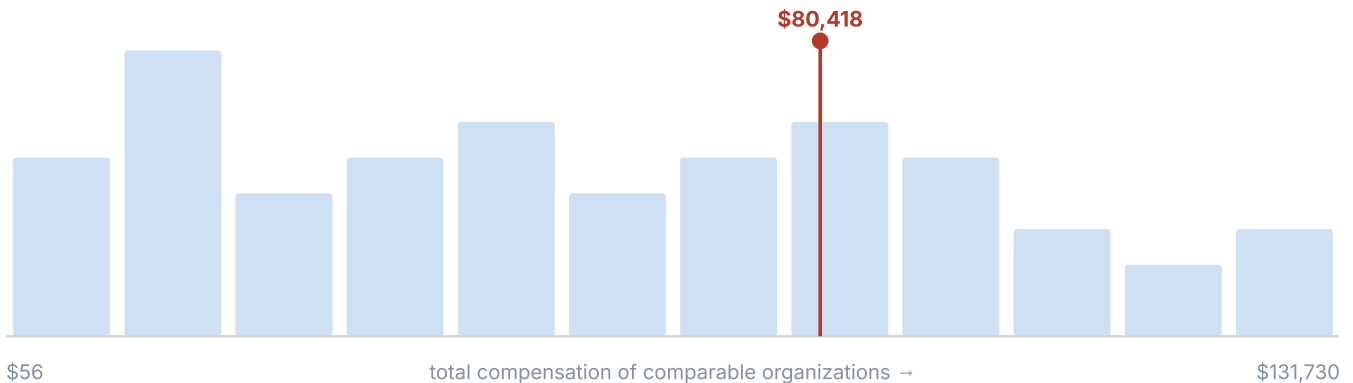
Benchmarked executive: Benjamin Smallwood — reported title "President", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (S31Z).
BUDGET	Total revenue between \$116,915 and \$261,750 — 0.67x to 1.50x the subject's \$174,500 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (S31), nationwide + budget 0.67–1.5x revenue.

56 organizations qualified on sector, size, and geography → **56** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$14,012 10TH	\$23,239 25TH	\$55,494 MEDIAN	\$85,803 75TH	\$104,306 90TH	\$80,418 THIS ORG · 70TH
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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 PA 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
Main Street Fort Pierce Inc	FL	\$172,200	Executive Di	\$107,307	\$98,481	2025
Greater Austin San Antonio Corridor	TX	\$172,168	President	\$131,325	\$131,730	2024
Columbia Valley Housing Association Db	WA	\$171,894	Executive Dir.	\$35,538	\$32,848	2023
Albia Industrial Development	IA	\$178,441	President	\$107,184	\$117,685	2024
Cathedral District-jax Inc	FL	\$165,794	Ceo/presiden	\$93,675	\$88,245	2024
Economic Development Alliance Of	OH	\$187,785	Economic Development Direc	\$4,532	\$4,813	2024
The Valley Center Opportunity Zone	NV	\$161,025	President Ceo	\$35,000	\$35,180	2024
Fredericksburg Virginia Main Street Inc	VA	\$160,940	Interim Executive Director	\$35,000	\$34,889	2023
Downtown West Allis Inc	WI	\$191,279	Exec Director	\$57,500	\$60,218	2024
Comeunity Cafe	TN	\$156,995	Assistant	\$19,360	\$21,009	2023
Pawtucket Foundation	RI	\$192,116	Executive Di	\$108,000	\$101,169	2025
Grant County Economic Development Corporation	KS	\$194,562	Executive Director	\$81,007	\$90,350	2023
Visit Fort Wayne Foundation Inc	IN	\$195,656	Executive Di	\$21,697	\$22,944	2024
Site Readiness For Good Jobs Fund	OH	\$195,812	Ceo	\$36,068	\$39,439	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Downtown Mebane Development Corporation	NC	\$152,611	Executive Director	\$38,020	\$38,378	2025
Vision Together 2025 Inc	PA	\$196,962	Executive Director	\$124,431	\$124,431	2024
Insight Center For Community Economic Development	CA	\$198,520	President	\$116,300	\$103,678	2023
Agricultural Development Initiatives	TN	\$146,233	Ceo, President, Director	\$85,800	\$93,109	2023
Greater Texas Capital Community Finance	TX	\$204,916	President	\$65,418	\$65,620	2024
Cass Logansport Economic Developmen	IN	\$143,763	Executive Di	\$80,501	\$85,128	2024
Faith And Work Enterprises Inc	MD	\$209,546	Exec Director	\$72,735	\$68,189	2024
Greenline Access Capital	PA	\$212,923	President	\$101,923	\$104,934	2023
Jamestown Regional Entrepreneur Center	ND	\$135,026	Key Employee	\$75,539	\$83,127	2024
Toolbox Inc	KS	\$215,572	Executive Director	\$78,745	\$87,827	2023
Friends Of Historic Downtown West Branch	IA	\$131,292	Exec Director	\$57,903	\$63,576	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to PA 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 PA 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 56 organizations. Compensation range \$56–\$131,730; filing years 2021–2025.

SIZE BASIS	Matched on total revenue (\$174,500); for reference, expenses \$242,256 and assets \$1,455,096.
ROLE MATCH	Benjamin Smallwood, reported title " <i>President</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	10 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	70 th
Total compensation (D + F), as reported (no adjustments)	71 st
Reportable pay only (column D), adjusted	71 st
All sources (D + E + F), adjusted	54 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 (Benjamin Smallwood) 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 10, 2026, comparing compensation against 56 similarly situated organizations (Same NTEE sector (S31), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$80,418 is reasonable (approximately the 70th 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 10, 2026.