

Community Health And Empowerment Through Education And Research Inc

Executive Director / CEO

EIN 273662468
 MD · NTEE S20
 FY ending 2023-06-30
 June 9, 2026

This analysis benchmarks the total compensation of **Bruce Baker, Executive Director / CEO** (\$19,260) against **every comparable organization** that fit the selection criteria — **328** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **10th** percentile of comparable organizations below the typical range for comparable organizations

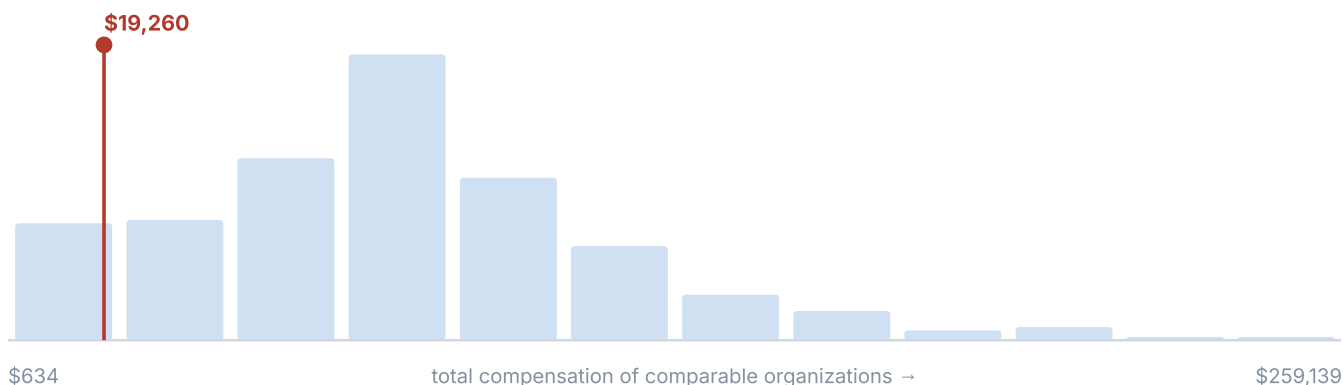
Benchmarked executive: Bruce Baker — reported title “Executive Director”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (S20).
BUDGET	Total revenue between \$325,144 and \$727,936 — 0.67x to 1.50x the subject's \$485,291 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (S20), nationwide + budget 0.67–1.5x revenue.

328 organizations qualified on sector, size, and geography → **328** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$19,576 10TH	\$48,362 25TH	\$72,987 MEDIAN	\$96,601 75TH	\$128,880 90TH	\$19,260 THIS ORG · 10TH
-------------------------	-------------------------	---------------------------	-------------------------	--------------------------	------------------------------------

\$19,260



■ 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 MD 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
The Manchester Citizens Corporation	PA	\$485,051	Executive Director	\$70,000	\$74,667	2023
Pitkin Avenue District Management Association Inc	NY	\$484,644	Executive Director	\$127,097	\$119,321	2024
Inspired Foundation Inc	MI	\$487,263	President	\$30,550	\$32,761	2024
Downtown Ontario Improvement Association	CA	\$481,784	Executive Director	\$94,516	\$84,792	2024
J Jireh Development Corp	OH	\$489,023	Executive Di	\$30,000	\$33,012	2024
Community Action Of Nebraska Inc	NE	\$481,533	Executive Director	\$89,719	\$100,255	2024
South Euclid Community Urban Redevelopment Corp	OH	\$491,400	Executive Director Former	\$65,506	\$72,083	2024
Partnership West Inc	NJ	\$491,728	Executive Director	\$97,235	\$90,195	2024
Main Street Union City Inc	TN	\$478,645	Director	\$42,769	\$45,503	2025
Kauai Planning & Action Alliance	HI	\$492,074	President &	\$98,376	\$91,507	2024
Flipp Inc	VA	\$478,201	Ceo & Exec Dir.	\$63,846	\$64,046	2024
Rich Restoring Inner City Hope Inc	MD	\$477,815	Executive Director	\$125,000	\$121,414	2024
Ormond Main Street Inc	FL	\$493,251	Executive Director	\$70,276	\$68,590	2024
Limitless Community Development	SC	\$477,269	Executive Di	\$59,216	\$64,182	2024
Riverview International Center Inc	OH	\$494,255	Executive Di	\$75,000	\$82,529	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Whole Family Community Initiative	IN	\$494,770	Executive Director	\$30,000	\$32,868	2024
Artesia Mainstreet Inc	NM	\$495,876	Executive Director	\$66,333	\$76,312	2023
Comunidades Enraizadas Community Land Trust Inc	MA	\$473,492	Executive Director	\$84,468	\$78,860	2024
Ripple Effects Group	NC	\$497,802	President	\$75,000	\$80,512	2024
Gertrude Wood Community Foundation	OH	\$499,224	Affordable Housing Director	\$45,006	\$49,525	2024
Ripple Community Inc	PA	\$500,467	Executive Director	\$86,467	\$89,585	2024
Build Our Lives Together Inc	PA	\$501,597	Executive Director	\$17,308	\$17,932	2024
North Star Community Partners	MO	\$501,850	Ceo	\$191,476	\$210,700	2024
Los Angeles River Revitalization	CA	\$502,791	Executive Director	\$259,481	\$232,787	2024
Family First Center Of Lake County	IL	\$466,631	Executive Dir.	\$84,285	\$88,631	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MD 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 MD 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 328 organizations. Compensation range \$634–\$259,139; filing years 2021–2025.

SIZE BASIS Matched on total revenue (\$485,291); for reference, expenses \$454,458 and assets \$273,408.

ROLE MATCH Bruce Baker, reported title *"Executive Director"*, benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY	25 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	9 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	10 th
Total compensation (D + F), as reported (no adjustments)	10 th
Reportable pay only (column D), adjusted	14 th
All sources (D + E + F), adjusted	7 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 (Bruce Baker) 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 328 similarly situated organizations (Same NTEE sector (S20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$19,260 is reasonable (approximately the 10th 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.