

Maryland Affordable Housing Coalition

Executive Director / CEO

EIN 522298902

MD · NTEE S41

FY ending 2023-06-30

June 9, 2026

This analysis benchmarks the total compensation of **Miranda Darden-willems, Executive Director / CEO** (\$138,085) against **every comparable organization** that fit the selection criteria — **544** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **87th** percentile of comparable organizations within the typical range

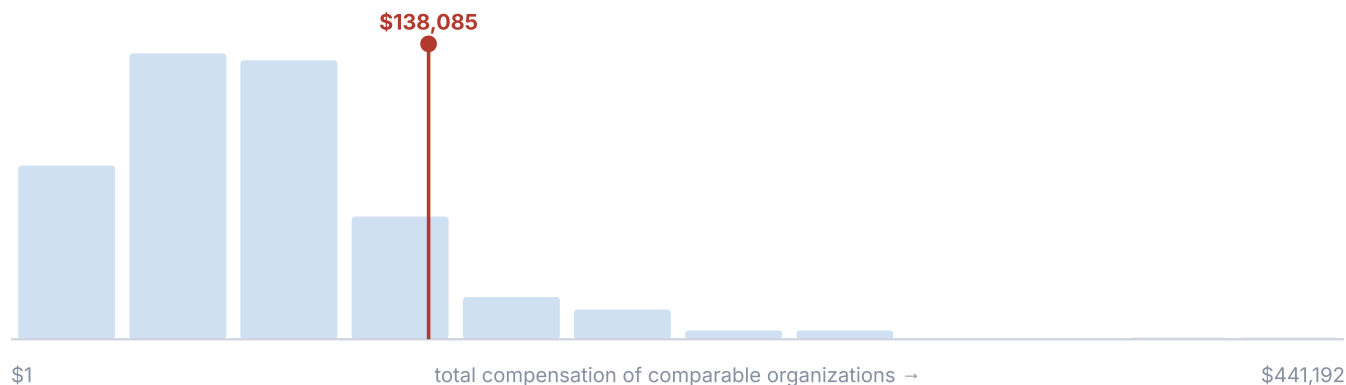
Benchmarked executive: Miranda Darden-willems — reported title “EXECUTIVE DIRECTOR”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (S41).
BUDGET	Total revenue between \$197,321 and \$441,763 — 0.67x to 1.50x the subject's \$294,509 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (S41), nationwide + budget 0.67–1.5x revenue.

544 organizations qualified on sector, size, and geography → **544** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$17,455	\$46,580	\$75,360	\$105,790	\$145,051	\$138,085
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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 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
Downtown Eugene Inc	OR	\$294,786	Secretary	\$27,500	\$25,849	2025
International Biometrics	DC	\$294,211	Managing Director	\$150,000	\$140,794	2023
Chicagoland Food Inc	IL	\$294,169	Executive Director	\$50,000	\$51,070	2024
Independent Electrical Contractors	TN	\$294,020	Executive Di	\$58,019	\$65,232	2023
Research Triangle Cleantech Cluster	NC	\$293,453	Executive Dir.	\$133,976	\$148,071	2023
Midwest Manufacturers' Association	MN	\$295,776	Executive Director	\$79,255	\$83,765	2023
Clean Fuels Michigan	MI	\$293,151	Executive Dir.	\$116,995	\$125,460	2024
Waterford Community Fair Association	PA	\$296,064	Treasurer	\$6,000	\$6,400	2023
Hopewell Prince George Chamber Of Commerce	VA	\$292,646	Ceo	\$80,000	\$82,622	2023
Mason Contractors Association Of	IL	\$292,630	Executive Secretary	\$190,225	\$194,295	2024
Pacific Association Of Domestic	CA	\$292,507	Executive Director	\$52,500	\$47,099	2024
Haines City Economic Development Council	FL	\$296,614	President	\$157,200	\$153,428	2024
Charles County Chamber Of Commerce	MD	\$296,977	President &	\$90,000	\$87,418	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Out Georgia Business Alliance	GA	\$291,420	Executive Director	\$79,911	\$85,944	2023
Downtown Vacaville Business	CA	\$290,813	Executive Dir.	\$81,415	\$75,197	2023
Japan Business Association Of Seattle	WA	\$298,247	Executive Dir.	\$99,405	\$92,463	2024
Boaz Chamber Of Commerce	AL	\$290,474	Executive Di	\$53,942	\$60,544	2024
Hermann Vintners Association Inc	MO	\$299,206	President	\$59,268	\$65,219	2024
Slag Cement Association	MI	\$289,770	Director Of Finance	\$455	\$488	2024
Wellington Chamber Of Commerce Inc	FL	\$289,708	Executive Director	\$108,276	\$105,678	2024
Boone Area Chamber Of Commerce	IA	\$289,462	Executive Dir.	\$70,409	\$80,095	2024
Accessibility Professionals Association	TX	\$288,892	Executive Director	\$75,108	\$80,362	2023
Realtors Association Of Northwestern	WI	\$300,435	Exec Vp - Non-voting	\$125,860	\$136,562	2024
Beckley Board Of Realtors Inc	WV	\$288,077	Executive Of	\$25,217	\$28,367	2024
Arizona Craft Brewers Guild Inc	AZ	\$288,025	Executive Director	\$55,000	\$56,578	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	544 organizations. Compensation range \$1–\$441,192; filing years 2021–2025.
SIZE BASIS	Matched on total revenue (\$294,509); for reference, expenses \$275,477 and assets \$354,224.
ROLE MATCH	Miranda Darden-willems, reported title "EXECUTIVE DIRECTOR", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	28 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	23 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	87 th
Total compensation (D + F), as reported (no adjustments)	88 th
Reportable pay only (column D), adjusted	87 th
All sources (D + E + F), adjusted	84 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 (Miranda Darden-willems) 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 544 similarly situated organizations (Same NTEE sector (S41), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$138,085 is reasonable (approximately the 87th 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.