

# City Center Waco

Executive Director / CEO

EIN 742489885

TX · NTEE S20Z

FY ending 2024-09-30

June 9, 2026

This analysis benchmarks the total compensation of **Africa Tarver, Executive Director / CEO** (\$122,708) against **every comparable organization** that fit the selection criteria — **317** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **93<sup>rd</sup>** percentile of comparable organizations above the 90th percentile — board review recommended

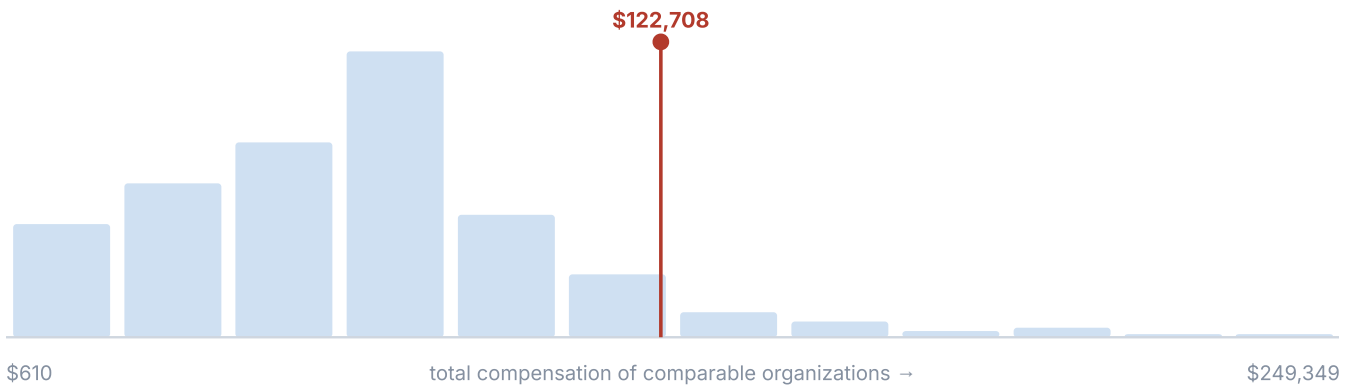
**Benchmarked executive:** Africa Tarver — reported title “EXECUTIVE DIRECTOR”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (S20Z).
BUDGET	Total revenue between \$247,012 and \$553,014 — 0.67x to 1.50x the subject's \$368,676 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (S20), nationwide + budget 0.67–1.5x revenue.

**317** organizations qualified on sector, size, and geography → **317** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$18,262	\$38,845	\$65,588	\$82,931	\$113,752	<b>\$122,708</b>
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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 TX 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
<a href="#">Havre De Grace Arts Collective Inc</a>	MD	\$368,009	Executive Director	\$70,000	<b>\$65,423</b>	2024
<a href="#">Progeny Startups Inc</a>	TN	\$367,807	Executive Director	\$88,461	<b>\$92,956</b>	2024
<a href="#">Shasta Living Streets</a>	CA	\$367,637	Executive Director	\$104,867	<b>\$88,191</b>	2025
<a href="#">Good Capital</a>	CO	\$366,947	President	\$1,000	<b>\$959</b>	2024
<a href="#">Main Street Martinez Inc Db</a>	CA	\$365,098	Executive Dir.	\$110,907	<b>\$95,739</b>	2024
<a href="#">Rockdale Coalition For Children &amp; Families Inc</a>	GA	\$364,279	Executive Director	\$82,862	<b>\$81,143</b>	2025
<a href="#">Ferguson Road Initiative</a>	TX	\$363,705	Executive Director	\$52,885	<b>\$52,885</b>	2024
<a href="#">Jackson Hill Main Street Management Corporation</a>	NJ	\$363,560	Executive Director	\$57,750	<b>\$53,068</b>	2023
<a href="#">Greater Louisville Foundation Inc</a>	KY	\$363,497	President/ceo	\$33,738	<b>\$36,236</b>	2024
<a href="#">Rebuild Johnston Square Neighborhood</a>	MD	\$373,940	Executive Dir.	\$75,000	<b>\$70,096</b>	2024
<a href="#">Spencer Main Street Company</a>	IA	\$363,357	Director	\$56,680	<b>\$60,442</b>	2025
<a href="#">Positive Move Nfp</a>	IL	\$361,896	Ceo	\$69,255	<b>\$70,075</b>	2023
<a href="#">Paradise Community Homes Inc</a>	IN	\$360,807	Executive Di	\$4,167	<b>\$4,393</b>	2024
<a href="#">First African Community Development Corporation</a>	GA	\$376,657	Executive Director	\$70,000	<b>\$70,362</b>	2024
<a href="#">Durham Central Park</a>	NC	\$377,564	Executive Dir.	\$86,377	<b>\$89,223</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Groundwork Bridgeport Inc</a>	CT	\$377,786	President And Ceo	\$146,150	<b>\$136,989</b>	2024
<a href="#">Disability Pride Philadelphia Inc</a>	PA	\$359,480	Executive Di	\$13,500	<b>\$13,112</b>	2025
<a href="#">Main Street Of Sterling Inc</a>	IL	\$358,284	Executive Di	\$76,850	<b>\$75,529</b>	2024
<a href="#">Southern Boulevard District</a>	NY	\$358,177	Executive Di	\$82,308	<b>\$72,436</b>	2025
<a href="#">Beloit 2020 Corporation</a>	WI	\$358,017	Ceo	\$48,000	<b>\$50,114</b>	2024
<a href="#">Conference Of Western Wayne</a>	MI	\$357,625	Executive Director	\$124,206	<b>\$128,162</b>	2024
<a href="#">Virginia Park Community Investment Associates Inc</a>	MI	\$357,592	President	\$3,600	<b>\$3,715</b>	2024
<a href="#">Colorado Smart Cities Alliance</a>	CO	\$357,575	Executive Director	\$152,897	<b>\$146,564</b>	2024
<a href="#">East Passyunk Avenue Business Improvement District</a>	PA	\$379,868	Executive Director	\$31,731	<b>\$31,633</b>	2024
<a href="#">Core Services Group Inc</a>	NY	\$357,047	Vp Of General Coun	\$108,776	<b>\$101,165</b>	2023

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to TX 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 TX 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](http://peerbasis.org/methodology).

## ■ Sample, role match & sensitivity

**PEER COUNT** 317 organizations. Compensation range \$610–\$249,349; filing years 2021–2025.

**SIZE BASIS** Matched on total revenue (\$368,676); for reference, expenses \$435,697 and assets \$1,327,874.

<b>ROLE MATCH</b>	Africa Tarver, reported title " <i>EXECUTIVE DIRECTOR</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
<b>RELATED-ORG PAY</b>	16 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
<b>OUTLIERS</b>	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	93 <sup>rd</sup>
Total compensation (D + F), as reported (no adjustments)	92 <sup>nd</sup>
Reportable pay only (column D), adjusted	95 <sup>th</sup>
All sources (D + E + F), adjusted	89 <sup>th</sup>

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 (Africa Tarver) 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 317 similarly situated organizations (Same NTEE sector (S20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$122,708 is reasonable (approximately the 93<sup>rd</sup> 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.