

Change Happens Cdc

Executive Director / CEO

June 13, 2026

This analysis benchmarks the total compensation of **Leslie Smith li, Executive Director / CEO** (\$125,000) against **every comparable organization** that fit the selection criteria — **216** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **94th** percentile of comparable organizations above the 90th percentile — board review recommended

Benchmarked executive: Leslie Smith li — 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 (L21).

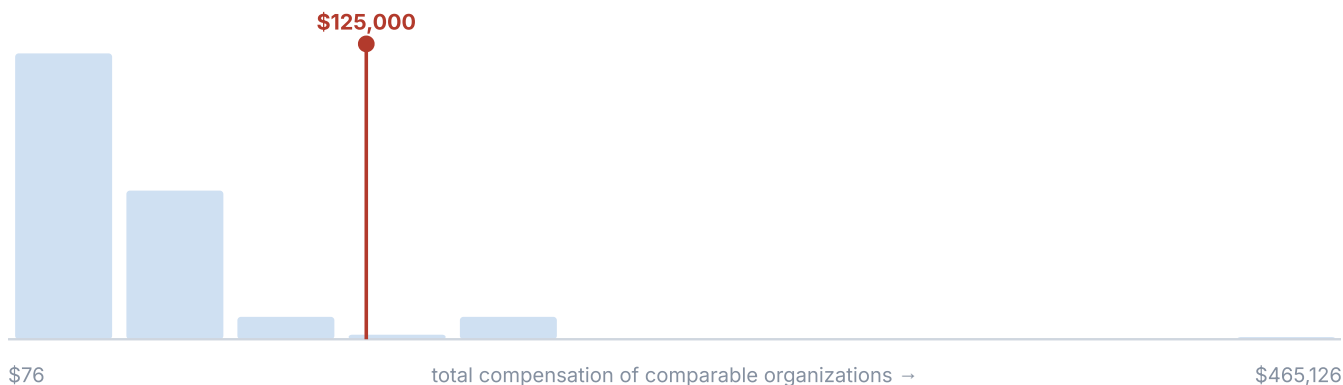
BUDGET Total revenue between \$314,024 and \$703,039 — 0.67x to 1.50x the subject's \$468,693 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (L21), nationwide + budget 0.67–1.5x revenue.

216 organizations qualified on sector, size, and geography

→ **216** within the band from the benchmarked peer set.

Distribution of comparable compensation



\$8,529	\$19,814	\$35,980	\$52,216	\$80,023	\$125,000
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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
Great Falls Housing Corporation	NJ	\$468,644	Chair/president	\$11,741	\$10,480	2023
Bristol Gardens Inc	PA	\$466,891	President/ T	\$46,154	\$46,012	2023
Marin Homes For Independent Living	CO	\$470,536	President	\$22,009	\$20,493	2024
National Church Residences Development	OH	\$472,912	President	\$46,401	\$47,721	2024
The Landing Apartments	MN	\$473,206	President & Executive Vp	\$22,614	\$21,697	2024
United Church Residences Of North Lewisburg Ohio Inc	OH	\$463,457	Treasurer	\$34,230	\$36,244	2023
Jonah Affordable Housing	TN	\$476,478	Executive Director	\$37,497	\$38,272	2024
Habitat Housing Solutions Inc	FL	\$477,289	President & Ceo	\$31,879	\$29,939	2023
United Church Residences Of Burlington	OH	\$459,652	Treasurer	\$34,230	\$36,244	2023
Dublin Transit Eah Inc	CA	\$478,483	President	\$32,623	\$27,353	2024
Alexandria Ministries Inc	CO	\$479,026	President	\$11,727	\$11,241	2023
Villa At Meadow View Inc	MA	\$456,354	President	\$13,889	\$12,119	2024
Augusta Voa Elderly Housing Inc	VA	\$453,945	President	\$183,373	\$167,490	2025
Abbey Rhf Housing Inc	CA	\$483,873	President/ceo	\$68,128	\$57,123	2024
Tg 304 Inc	TX	\$451,897	Executive Director	\$29,794	\$28,939	2024
Episcopal Housing Of Birmingham Inc	AL	\$451,323	Executive Director	\$13,829	\$14,507	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Ruperts Kids Inc	IN	\$450,629	President & Secretary	\$23,700	\$24,268	2024
Nhdc Hampton Court Apartments Inc	CA	\$487,216	President	\$13,750	\$11,529	2024
Sacred Heart Village Ii Inc	CO	\$450,091	President	\$13,716	\$12,770	2024
Lucian Manor Affordable Housing Inc	CA	\$447,045	President/ceo	\$12,716	\$10,977	2023
Alverno Housing Corporation	WI	\$446,060	President (Thru June 2024)	\$8,312	\$8,430	2024
United Church Residences Of Goshen	OH	\$444,189	Treasurer	\$34,230	\$36,244	2023
Continental Gardens Housing Corporation	MT	\$493,615	Executive Director	\$19,661	\$20,579	2024
Wayne Densch Center Inc	FL	\$494,994	Former Executive Director	\$81,522	\$76,560	2023
Sayre Christian Village Apts Ii Inc	KY	\$495,528	Non-voting Board Member	\$6,346	\$6,620	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to TX 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 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.

● Sample, role match & sensitivity

PEER COUNT **216** organizations. Compensation range \$76–\$465,126; filing years 2023–2025.

SIZE BASIS	Matched on total revenue (\$468,693); for reference, expenses \$838,795 and assets \$3,403,315. Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.
ROLE MATCH	Leslie Smith II, reported title " <i>Executive Director</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	172 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	14 peers fall outside 1.5x 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	94 th
Total compensation (D + F), as reported (no adjustments)	94 th
Reportable pay only (column D), adjusted	94 th
All sources (D + E + F), adjusted	26 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 (Leslie Smith II) 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 13, 2026, comparing compensation against 216 similarly situated organizations (Same NTEE sector (L21), nationwide + budget 0.67–1.5x revenue).
3. The authorized body determined that total compensation of \$125,000 is reasonable (approximately the 94th 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 13, 2026.