

Baltimore Fashion Alliance Ltd

Executive Director / CEO

EIN 800651580
 MD · NTEE P50
 FY ending 2023-12-31
 June 9, 2026

This analysis benchmarks the total compensation of **Elisa Wells, Executive Director / CEO** (\$42,298) against **every comparable organization** that fit the selection criteria — **483** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **72nd** percentile of comparable organizations within the typical range

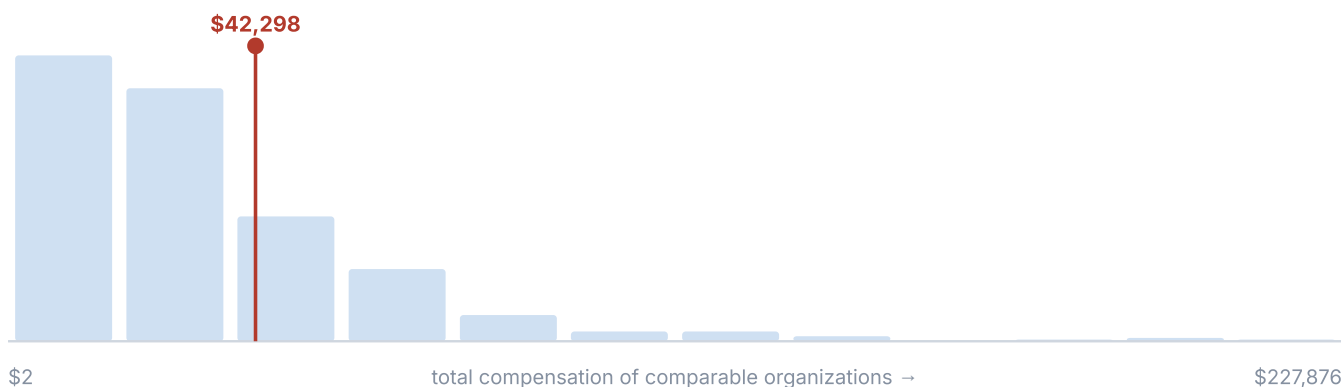
Benchmarked executive: Elisa Wells — reported title “Executive Director - Former”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (P50).
BUDGET	Total revenue between \$51,287 and \$114,823 — 0.67x to 1.50x the subject's \$76,549 (the band tightens as size grows).
GEOGRAPHY	Same NTEE major group (P), nationwide + budget 0.67–1.5x revenue.

483 organizations qualified on sector, size, and geography → **483** within the band from the benchmarked peer set.

Distribution of comparable compensation



\$6,119	\$13,668	\$26,020	\$44,478	\$68,556	\$42,298
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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
Grace To Glory Discipleship Ministries Inc	SC	\$76,496	Assistant Director	\$37,000	\$41,288	2023
The Jarc Foundation	MI	\$76,451	Ceo	\$31,740	\$34,036	2024
Community Connection Of Sauk Centre	MN	\$76,676	President	\$9,240	\$9,486	2024
Academic Technology And Wellness Academy	SC	\$76,695	Executive Director	\$29,500	\$31,974	2024
Four Rivers Fuller Apartments	KY	\$76,318	President	\$56,355	\$64,762	2023
Muggsy Bagues Family Foundation	NC	\$76,312	Executive Dir.	\$33,200	\$36,693	2023
Masonic Club Of Darien Inc	CT	\$76,879	President	\$3,030	\$3,039	2023
Arc Foundation Of Clinton County Inc	NY	\$76,197	Executive Director	\$19,605	\$18,406	2024
The Youth And Family Alternatives Inc	FL	\$76,176	Chief Executive Officer	\$18,030	\$17,598	2024
West Middlesex Volunteer Fire Department	PA	\$76,112	Secretary/treasurer	\$599	\$639	2023
Ymca Of The East Bay Support Foundation	CA	\$77,005	President	\$67,086	\$60,184	2024
lea Children's Fund	ID	\$76,086	Treasurer	\$54,884	\$60,658	2024
Jeeah's Hope Inc	GA	\$77,066	Director	\$67,103	\$72,169	2023
4530 Corporation	PA	\$77,204	Chair- Member	\$77,969	\$83,167	2023
The Molly Ann Tango Memorial Foundation Inc	CT	\$75,863	Secretary	\$2,080	\$2,086	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
1894 Holdings Inc	IN	\$75,833	President	\$13,729	\$15,042	2024
The Social Cog Inc	FL	\$77,296	Secretary	\$12,520	\$12,580	2023
Owenwood Neighbor Space	TX	\$77,362	Executive Director	\$16,182	\$17,314	2023
Hagen Center	MN	\$75,642	President	\$11,600	\$11,908	2024
Bustleton Housing Development	PA	\$75,519	Director Of Construction	\$13,787	\$14,706	2023
Translational Testing And Training	GA	\$75,497	Interim Ceo	\$49,325	\$50,199	2025
Community Hope Inc	MT	\$77,641	Director	\$34,275	\$38,385	2024
Wedgefield Home For Kids	SC	\$75,424	Cfo/treasure	\$400	\$434	2024
Independent Living Apartments Of Ulster	NY	\$77,787	Ceo (Thru 6/24)	\$110,029	\$103,296	2024
Freedom Sailing Camp Of Fl Inc	FL	\$75,281	Vice President	\$4,749	\$4,635	2024

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	483 organizations. Compensation range \$2–\$227,876; filing years 2022–2025.
SIZE BASIS	Matched on total revenue (\$76,549); for reference, expenses \$104,643 and assets \$37,285.
ROLE MATCH	Elisa Wells, reported title <i>"Executive Director - Former"</i> , benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY	168 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	22 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	72 nd
Total compensation (D + F), as reported (no adjustments)	74 th
Reportable pay only (column D), adjusted	81 st
All sources (D + E + F), adjusted	46 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 (Elisa Wells) 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 483 similarly situated organizations (Same NTEE major group (P), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$42,298 is reasonable (approximately the 72nd 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.