

Board Development Systems Inc

Executive Director / CEO

EIN 831151273

TX · NTEE W70

FY ending 2024-06-30

June 9, 2026

This analysis benchmarks the total compensation of **Pamela Cannell, Executive Director / CEO** (\$87,729) against **every comparable organization** that fit the selection criteria — **45** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **64th** percentile of comparable organizations within the typical range

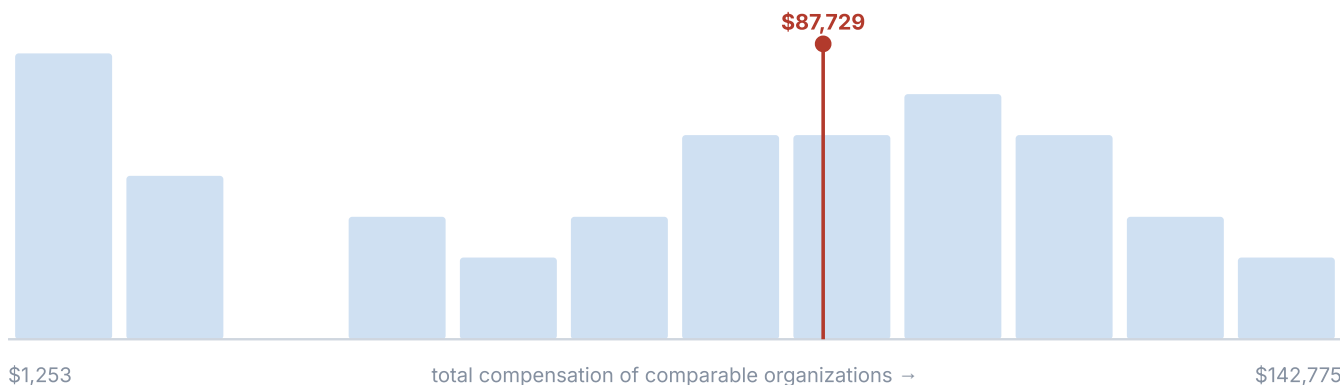
Benchmarked executive: Pamela Cannell — reported title "PRESIDENT/CE", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (W70).
BUDGET	Total revenue between \$179,541 and \$401,959 — 0.67x to 1.50x the subject's \$267,973 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (W70), nationwide + budget 0.67–1.5x revenue.

45 organizations qualified on sector, size, and geography → **45** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$11,127	\$37,037	\$80,259	\$103,559	\$118,775	\$87,729
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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
Leadership Oakland	MI	\$260,741	Executive Director	\$82,000	\$84,611	2024
Ventura County Leadership Academy	CA	\$258,726	Executive Director	\$136,277	\$114,606	2025
The Jackson Institute Inc	GA	\$256,657	Chairman	\$142,041	\$142,775	2024
Black Leadership & Legacies Inc	IN	\$256,064	President	\$61,500	\$64,835	2024
The Michiana Leadership Center Inc	IN	\$281,067	Executive Director	\$75,542	\$81,991	2023
Leadership Ashtabula County Inc	OH	\$252,148	Executive Director	\$63,059	\$68,741	2023
Barbara Jean Brown Foundation	WA	\$286,334	Secretary	\$1,400	\$1,253	2024
Women Of Color Roar Media	CA	\$249,608	President	\$65,000	\$56,110	2024
Leadership Training International	VA	\$247,977	President/ce	\$81,292	\$78,467	2024
Center For Democracy And Development In The Americas Inc	DC	\$289,679	President (Ceo)	\$54,167	\$48,922	2023
Purposequest International Inc	PA	\$242,579	President/chairman	\$10,428	\$10,703	2023
Severn Leadership Group Inc	MD	\$294,110	President	\$116,192	\$108,595	2024
The Serving Way	PA	\$240,190	President	\$10,667	\$10,948	2023
Greater Missouri Leadership	MO	\$235,713	Executive Di	\$95,000	\$103,559	2023
Lead Dsm	IA	\$301,859	Executive Director	\$96,689	\$108,961	2023
Leading For Change Inc	AZ	\$231,487	President & Ceo	\$109,740	\$105,507	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Leadership Lincoln Inc	NE	\$307,779	Executive Director	\$87,388	\$96,737	2023
Leadership Geauga County	OH	\$308,035	Executive Director	\$79,845	\$84,542	2024
Lideramos	CO	\$227,132	Executive Dir.	\$102,451	\$98,207	2024
Leadership Lake County Inc	OH	\$308,970	President/ceo	\$83,000	\$85,618	2025
Rise Up Woman International	IN	\$226,790	President	\$10,500	\$11,396	2023
Hope Anchor & Crew Inc	IN	\$226,571	President	\$38,077	\$41,328	2023
Leadership Seminole Inc	FL	\$310,996	President	\$108,659	\$99,414	2025
Wyoming Congressional Award	WY	\$311,093	Executive Director	\$102,771	\$110,015	2024
Leadership Lorain County Inc	OH	\$224,812	President & Ceo	\$75,800	\$80,259	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 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.

Sample, role match & sensitivity

PEER COUNT	45 organizations. Compensation range \$1,253–\$142,775; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$267,973); for reference, expenses \$274,101 and assets \$25,231.
ROLE MATCH	Pamela Cannell, reported title " <i>PRESIDENT/CE</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	3 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

Sensitivity — the subject's percentile under alternative compensation definitions:

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	64 th
Total compensation (D + F), as reported (no adjustments)	60 th
Reportable pay only (column D), adjusted	67 th
All sources (D + E + F), adjusted	58 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 (Pamela Cannell) 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 45 similarly situated organizations (Same NTEE sector (W70), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$87,729 is reasonable (approximately the 64th 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.