

# Borderplex Community Capital Inc

Executive Director / CEO

EIN 850674277  
 TX · NTEE S30  
 FY ending 2024-12-31  
 June 9, 2026

This analysis benchmarks the total compensation of **Hector Villegas, Executive Director / CEO** (\$91,437) against **every comparable organization** that fit the selection criteria — **26** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **88<sup>th</sup>** percentile of comparable organizations within the typical range

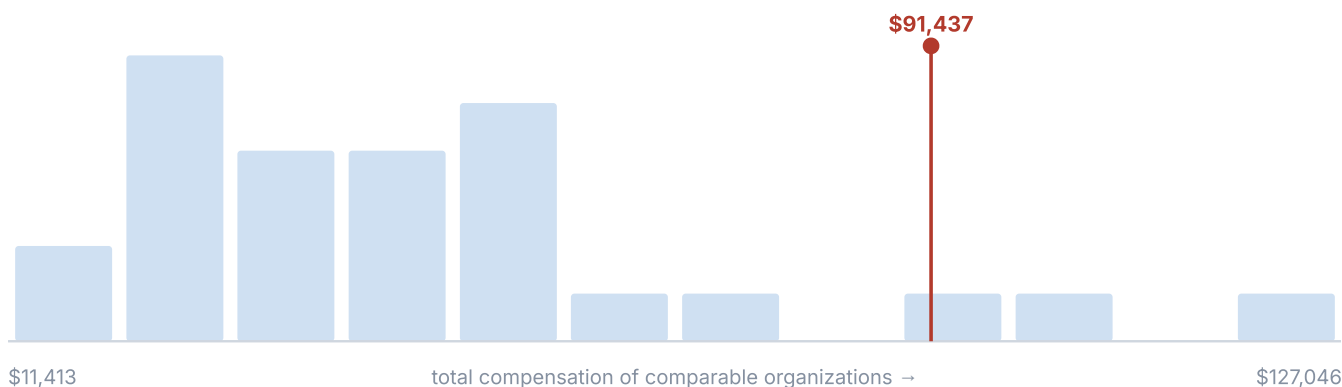
**Benchmarked executive:** Hector Villegas — reported title “President & CEO”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (S30).
BUDGET	Total revenue between \$53,995 and \$120,886 — 0.67x to 1.50x the subject's \$80,591 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (S30), nationwide + budget 0.67–1.5x revenue.

**26** organizations qualified on sector, size, and geography → **26** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$21,444	\$27,993	\$44,468	\$58,723	\$87,712	\$91,437
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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="#">Community Development Fund Of Utah</a>	UT	\$81,669	Chief Executive Officer	\$27,320	<b>\$28,778</b>	2023
<a href="#">Orleans County Local Development</a>	NY	\$82,917	C.e.o./c.f.o.	\$23,698	<b>\$21,407</b>	2024
<a href="#">Barrio Logan Association</a>	CA	\$77,320	Director	\$53,800	<b>\$46,442</b>	2024
<a href="#">Grants Mainstreet Project</a>	NM	\$75,786	Executive Dire	\$26,017	<b>\$27,253</b>	2025
<a href="#">Overland Park Chamber Foundation</a>	KS	\$85,551	President	\$32,826	<b>\$35,452</b>	2024
<a href="#">Wake Forest Innovation Quarter Cdc</a>	NC	\$75,240	Director & President	\$56,067	<b>\$59,625</b>	2023
<a href="#">Innovation Fund America Inc</a>	OH	\$75,113	Treasurer	\$17,000	<b>\$18,000</b>	2024
<a href="#">Onmain Inc</a>	OH	\$66,667	President/coo	\$42,799	<b>\$46,655</b>	2023
<a href="#">Lincoln Economic Advancement &amp;</a>	IL	\$94,896	Ceo	\$99,879	<b>\$101,061</b>	2023
<a href="#">Dawson Co Economic Development Council</a>	MT	\$66,093	Executive Director	\$28,500	<b>\$30,712</b>	2024
<a href="#">Vergennes Partnership Inc</a>	VT	\$96,959	Executive Director	\$27,560	<b>\$27,731</b>	2024
<a href="#">Greenfield Main Street Inc</a>	IN	\$99,764	Executive Director	\$55,000	<b>\$57,983</b>	2024
<a href="#">Regional Economic Development And Energy</a>	NY	\$60,050	President	\$106,965	<b>\$96,626</b>	2024
<a href="#">Greater Chicago Advanced Manufacturing</a>	IL	\$103,136	Executive Dir.	\$46,872	<b>\$46,066</b>	2024
<a href="#">Black Chamber Of Commerce Of Greater Kansas City</a>	MO	\$103,214	Executive Director	\$29,794	<b>\$31,547</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">The Partnership Foundation Inc</a>	MS	\$55,821	Secretary	\$20,071	<b>\$22,347</b>	2024
<a href="#">Argentine Betterment Corporation</a>	KS	\$106,067	Executive Dir.	\$70,868	<b>\$78,798</b>	2023
<a href="#">Economic And Community Growth</a>	PA	\$109,285	President/ce	\$43,001	<b>\$42,869</b>	2024
<a href="#">Northwest Nebraska Development Corp</a>	NE	\$112,564	Executive Di	\$55,093	<b>\$59,237</b>	2024
<a href="#">Greater Topeka Partnership Foundation</a>	KS	\$113,645	President & Ceo	\$51,343	<b>\$57,089</b>	2023
<a href="#">Sonoma County Economic Development</a>	CA	\$115,632	Ed/secretary	\$13,221	<b>\$11,413</b>	2024
<a href="#">Crawford County Development Association</a>	IL	\$116,392	Executive Director	\$60,000	<b>\$58,969</b>	2024
<a href="#">Hudson Development Corporation</a>	NY	\$117,479	Executive Director	\$36,997	<b>\$34,408</b>	2023
<a href="#">Xlerate Health Inc</a>	KY	\$117,500	Chief Executive Officer	\$20,000	<b>\$21,481</b>	2024
<a href="#">Greater Portland Partnership</a>	OR	\$117,584	President And Ceo & Director	\$59,088	<b>\$54,855</b>	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](https://peerbasis.org/methodology).

## Sample, role match & sensitivity

PEER COUNT 26 organizations. Compensation range \$11,413–\$127,046; filing years 2023–2025.

SIZE BASIS	Matched on total revenue (\$80,591); for reference, expenses \$92,413 and assets \$4,356,775.
ROLE MATCH	Hector Villegas, reported title " <i>President &amp; CEO</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	11 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	1 peer 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	88 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	88 <sup>th</sup>
Reportable pay only (column D), adjusted	0 <sup>th</sup>
All sources (D + E + F), adjusted	85 <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 (Hector Villegas) 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 26 similarly situated organizations (Same NTEE sector (S30), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$91,437 is reasonable (approximately the 88<sup>th</sup> percentile of comparable organizations) and documented the basis for this determination concurrently, on [date], by a vote of [\_\_ for / \_\_ against].

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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.