

# Urban City Codes Technology And Community Resource

Executive Director / CEO

EIN 872720869  
OH · NTEE S31  
FY ending 2023-12-31  
June 9, 2026

This analysis benchmarks the total compensation of **Terrance Allen, Executive Director / CEO** (\$45,538) against **every comparable organization** that fit the selection criteria — **86** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **40<sup>th</sup>** percentile of comparable organizations within the typical range

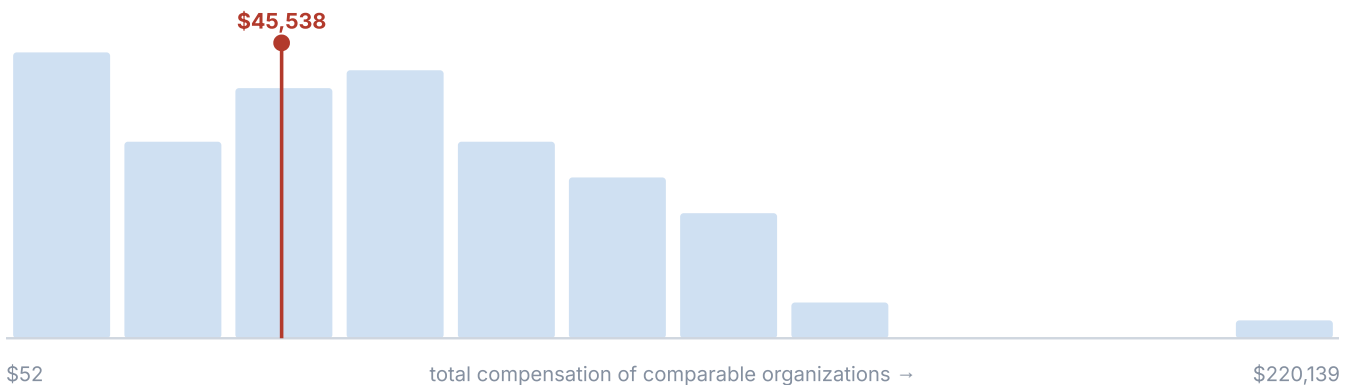
**Benchmarked executive:** Terrance Allen — reported title "PRESIDENT", a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

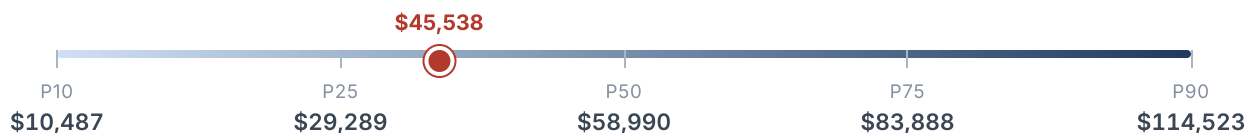
SECTOR	Organizations sharing the subject's NTEE classification (S31).
BUDGET	Total revenue between \$159,464 and \$357,010 — 0.67x to 1.50x the subject's \$238,007 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (S31), nationwide + budget 0.67–1.5x revenue.

**86** organizations qualified on sector, size, and geography → **86** within the band form the benchmarked peer set.

## Distribution of comparable compensation



<b>\$10,487</b> 10TH	<b>\$29,289</b> 25TH	<b>\$58,990</b> MEDIAN	<b>\$83,888</b> 75TH	<b>\$114,523</b> 90TH	<b>\$45,538</b> THIS ORG · 40TH
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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 OH 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="#">Tww Nyc Solidarity Inc</a>	NY	\$240,000	President	\$101,737	<b>\$84,308</b>	2024
<a href="#">Parkrose Npi</a>	OR	\$241,082	Executive Dir.	\$48,750	<b>\$41,517</b>	2024
<a href="#">Stevens County Eic Inc</a>	MN	\$241,904	Executive Di	\$117,188	<b>\$106,191</b>	2024
<a href="#">Downtown Development Corporation</a>	IL	\$233,430	President	\$24,993	<b>\$22,533</b>	2024
<a href="#">Economic Development Unit Inc</a>	LA	\$232,038	President	\$50	<b>\$52</b>	2023
<a href="#">Tampa Bay Partnership For Regional</a>	FL	\$231,371	President & Ceo	\$14,175	<b>\$12,212</b>	2024
<a href="#">Circle Of Life Development Foundation</a>	CA	\$230,432	Cheif Executive Officer	\$45,000	<b>\$41,250</b>	2021
<a href="#">Main-dempster Mile</a>	IL	\$245,988	Executive Director	\$75,000	<b>\$67,618</b>	2024
<a href="#">Foundation For A Sustainable Community</a>	VA	\$246,477	Ceo	\$16,000	<b>\$14,167</b>	2024
<a href="#">Northeastern Economic Development Company Of Pa</a>	PA	\$247,257	President And Executive Direc	\$50,000	<b>\$47,077</b>	2023
<a href="#">Aransas County Partnership Edc</a>	TX	\$247,377	President	\$126,000	<b>\$115,586</b>	2024
<a href="#">Natick Center Associates Inc</a>	MA	\$247,738	Executive Di	\$21,875	<b>\$18,027</b>	2024
<a href="#">City Of Kingston Local Development</a>	NY	\$249,090	Executive Director	\$17,348	<b>\$14,376</b>	2024
<a href="#">Keystone Community Corporation</a>	MO	\$225,809	President	\$8,250	<b>\$8,013</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">East Falls Development Corporation</a>	PA	\$251,481	Exec Director	\$77,449	<b>\$70,829</b>	2024
<a href="#">Klamath Falls Downtown Association</a>	OR	\$224,126	Executive Director	\$44,440	<b>\$38,965</b>	2023
<a href="#">Development Chenango Corporation</a>	NY	\$252,762	Executive Director	\$16,323	<b>\$13,926</b>	2023
<a href="#">Plainfield Central Business District Management Co</a>	NJ	\$253,657	Executive Director	\$88,846	<b>\$72,746</b>	2024
<a href="#">Midtown Elizabeth District Management Corporation Inc</a>	NJ	\$253,742	Executive Director	\$84,904	<b>\$69,518</b>	2024
<a href="#">Bogalusa Rebirth</a>	LA	\$221,515	Executive Director	\$75,938	<b>\$76,683</b>	2024
<a href="#">Uptown Westerville Inc</a>	OH	\$220,919	Executive Dir.	\$68,133	<b>\$68,133</b>	2023
<a href="#">Ulster County Economic Development</a>	NY	\$220,210	Ceo/president	\$16,190	<b>\$13,417</b>	2024
<a href="#">Community Investment Corporation</a>	IL	\$257,035	President	\$68,779	<b>\$62,010</b>	2024
<a href="#">Campaign For A Drug Free Westside</a>	IL	\$260,009	Ceo	\$56,950	<b>\$51,345</b>	2024
<a href="#">Toolbox Inc</a>	KS	\$215,572	Executive Director	\$78,745	<b>\$80,320</b>	2023

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to OH 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 OH 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 **86** organizations. Compensation range \$52–\$220,139; filing years 2021–2025.

SIZE BASIS	Matched on total revenue (\$238,007); for reference, expenses \$271,599 and assets \$44,471.
ROLE MATCH	Terrance Allen, reported title "PRESIDENT", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	17 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	40 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	37 <sup>th</sup>
Reportable pay only (column D), adjusted	44 <sup>th</sup>
All sources (D + E + F), adjusted	27 <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 (Terrance Allen) 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 86 similarly situated organizations (Same NTEE sector (S31), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$45,538 is reasonable (approximately the 40<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.