

Thomas Housing Development Corporation

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Najla Wortham, Executive Director / CEO** (\$36,154) against **every comparable organization** that fit the selection criteria — **118** 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: Najla Wortham — 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 (L21).

BUDGET Total revenue between \$48,026 and \$107,521 — 0.67x to 1.50x the subject's \$71,681 (the band tightens as size grows).

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

118 organizations qualified on sector, size, and geography

→ **118** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$7,320	\$11,617	\$21,417	\$36,966	\$47,233	\$36,154
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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
Abcap Housing M Inc	OH	\$71,704	Executive Director	\$41,692	\$47,233	2024
Glenmore Housing Inc	MD	\$71,530	Executive Director	\$4,329	\$4,457	2023
Independent Living Horizons Twelve Inc	GA	\$72,061	President/ceo	\$21,151	\$23,420	2023
Community Services Second Housing	NY	\$71,077	Director	\$30,342	\$29,327	2024
Alternatives Homes 2004 Inc	NJ	\$70,125	Chairperson, Trustee	\$22,000	\$21,010	2024
Shalom Apartments Of Federation	PA	\$69,837	Executive Director	\$23,138	\$24,681	2024
Maxcen Housing Society Inc Kentucky Branch	KY	\$69,790	Ceo	\$5,188	\$5,962	2024
Community Services Fourth Housing	NY	\$69,663	Director	\$30,342	\$29,327	2024
Westland Community Housing Corporation	MA	\$69,627	President (As Of 8/22/22)	\$2,702	\$2,674	2023
Westhampton Senior Housing Inc	MA	\$69,323	Executive Director	\$7,138	\$7,353	2022
Mosaic Housing Corp Xx - Garden City	NE	\$74,256	President	\$26,896	\$30,942	2024
Evans Place Housing Inc	NJ	\$74,331	Ceo	\$11,980	\$11,441	2024
Mosaic Housing Corp Xii	NE	\$68,885	President	\$26,896	\$30,942	2024
Affordable Senior Housing Of	MA	\$74,574	Executive Director	\$7,138	\$7,353	2022
Homes Of Care Ii Inc	MA	\$68,704	President & Ceo/director	\$24,869	\$23,904	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Home Together Community Housing	MA	\$68,062	Cfo Of Action Inc	\$9,145	\$8,790	2024
Marsh Island Corporation	ME	\$67,997	Secretary/treasurer	\$35,552	\$37,097	2025
Passavant Memorial Homes Vii	PA	\$67,562	Ceo & President	\$36,502	\$38,935	2024
Wellspring Bridge Apartments	KY	\$66,927	Chief Executive Officer	\$13,611	\$15,641	2024
Nyc Partnership Housing Development	NY	\$66,900	President & Ceo	\$41,265	\$39,884	2024
Ken-crest Housing Pa 2000 Inc	PA	\$76,628	Ceo	\$29,531	\$31,500	2024
Shirley Bridge Bungalows	WA	\$66,720	President And Ceo	\$24,943	\$23,886	2024
Keystone Housing Development Corporation	PA	\$66,416	Director Of Construction	\$13,787	\$15,140	2023
Dd Housing Incorporated	CO	\$66,231	Chief Executive Officer	\$21,640	\$22,195	2024
Shdc No 9 Inc	HI	\$78,428	Assistant Secretary	\$12,721	\$12,542	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MD 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 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 118 organizations. Compensation range \$2,304–\$173,746; filing years 2022–2025.

SIZE BASIS Matched on total revenue (\$71,681); for reference, expenses \$86,245 and assets \$510,835.

ROLE MATCH	Najla Wortham, reported title " <i>PRESIDENT</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	109 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	6 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)	75 th
Reportable pay only (column D), adjusted	0 th
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 (Najla Wortham) 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 118 similarly situated organizations (Same NTEE sector (L21), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$36,154 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.