

Coyne Road Inc

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Brenda Noel, Executive Director / CEO** (\$19,712) against **every comparable organization** that fit the selection criteria — **228** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **24th** percentile of comparable organizations below the typical range for comparable organizations

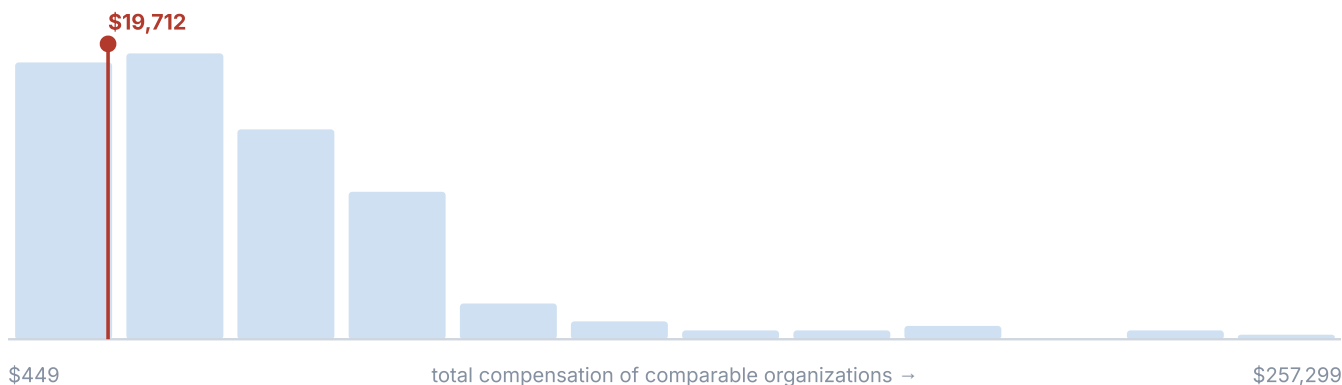
Benchmarked executive: Brenda Noel — reported title "EXECUTIVE DIRECTOR", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (L20).
BUDGET	Total revenue between \$105,305 and \$235,758 — 0.67x to 1.50x the subject's \$157,172 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (L20), nationwide + budget 0.67–1.5x revenue.

228 organizations qualified on sector, size, and geography → **228** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$9,374	\$20,268	\$39,280	\$62,674	\$85,710	\$19,712
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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 MA 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
Phoebe Housing Inc	PA	\$156,016	President/ceo	\$37,732	\$43,109	2023
Habitat For Humanity Hiawathaland	MI	\$158,496	Executive Director	\$41,821	\$49,455	2023
Kennedy Institute Housing Corporation li	DC	\$158,663	President And Ceo	\$14,495	\$14,155	2024
Asi - Fargo Inc	MN	\$155,341	President/tr	\$68,006	\$72,851	2025
Cahuenga Housing Foundation	CA	\$154,984	Chief Executive Officer	\$61,000	\$60,348	2023
St Edmund's Redevelopment Corporation	IL	\$159,519	President	\$209,061	\$228,720	2024
Jefferson Park Inc	MO	\$154,742	President & Ceo	\$19,685	\$23,887	2023
Commonweal Conservancy Inc	NM	\$154,587	President	\$208,804	\$257,299	2023
Western Wayne Affordable Housing	IN	\$154,497	President	\$750	\$880	2024
Green New Deal Housing	MN	\$160,016	Board Chair	\$9,350	\$10,585	2023
Regional Housing Solutions	AR	\$160,792	Chief Executive Officer	\$7,580	\$9,482	2024
New Vision Residential Services Inc	KY	\$153,520	President/ceo	\$5,611	\$6,708	2024
Housing Opportunities Made Equal	MI	\$152,206	Executive Di	\$52,028	\$59,760	2024
Robert Street Realty Corp	RI	\$162,161	President/ Ceo	\$16,653	\$18,295	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Fernclif Housing Development Fund	NY	\$162,877	President	\$58,380	\$60,439	2023
Rebuilding Together Pitt County Nc Inc	NC	\$162,896	Executive Director	\$9,757	\$10,929	2025
Minnesota American Indian Chamber Of	MN	\$163,730	Interim Executive Director	\$44,215	\$48,619	2024
The Meadows Of Guerin Inc	IN	\$150,424	President/ceo	\$6,437	\$7,554	2024
Housing Opportunities Team	OR	\$164,319	Secretary	\$15,525	\$16,518	2023
Coventry Housing	RI	\$149,882	Executive Director	\$37,411	\$39,920	2024
Mark Lane Housing Corp	CT	\$164,496	President	\$10,337	\$10,786	2024
East 54th Street Housing Development	NY	\$149,704	Ceo	\$60,217	\$62,342	2023
Bvarc Housing	RI	\$165,091	Chief Executive Officer	\$223,152	\$231,979	2025
Heavenly Grace Assistant Livin	MD	\$165,210	President	\$55,700	\$59,661	2023
Spectrum Closter Apartments Inc	NJ	\$148,975	President/ceo	\$54,495	\$54,145	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MA 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 MA 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 **228** organizations. Compensation range \$449–\$257,299; filing years 2023–2025.

SIZE BASIS	Matched on total revenue (\$157,172); for reference, expenses \$192,281 and assets \$777,934.
ROLE MATCH	Brenda Noel, reported title "EXECUTIVE DIRECTOR", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	160 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	10 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	24 th
Total compensation (D + F), as reported (no adjustments)	27 th
Reportable pay only (column D), adjusted	0 th
All sources (D + E + F), adjusted	43 rd

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 (Brenda Noel) 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 228 similarly situated organizations (Same NTEE sector (L20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$19,712 is reasonable (approximately the 24th 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.