

Maher Homes Inc

Executive Director / CEO

EIN 208538406

MD · NTEE L21

FY ending 2023-06-30

June 9, 2026

This analysis benchmarks the total compensation of **Sarah Norman, Executive Director / CEO** (\$20,272) against **every comparable organization** that fit the selection criteria — **47** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **38th** percentile of comparable organizations within the typical range

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

How comparable organizations were selected

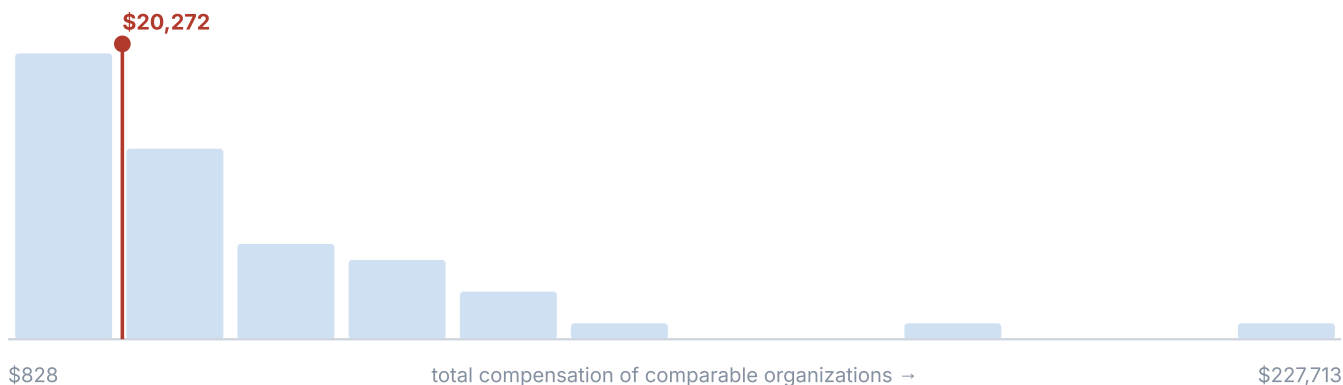
SECTOR Organizations sharing the subject's NTEE classification (L21).

BUDGET Total revenue between \$13,956 and \$31,246 — 0.67x to 1.50x the subject's \$20,831 (the band tightens as size grows).

GEOGRAPHY Same NTEE major group (L), nationwide + budget 0.67–1.5x revenue.

47 organizations qualified on sector, size, and geography → **47** within the band form the benchmarked peer set.

Distribution of comparable compensation





■ 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
Block 23 Housing Corporation	CO	\$20,670	Ceo	\$29,760	\$30,523	2023
Acacia Puerto Rico Inc	NY	\$21,000	President	\$101,830	\$95,600	2024
Help Opportunities And Programs	CA	\$21,416	President	\$3,000	\$2,691	2024
Miriam And Robert M Rieder House Inc	PA	\$21,471	Executive Director	\$23,138	\$23,972	2024
Stuart Retirement Homes Inc	IA	\$21,532	President	\$728	\$828	2024
Boston Homeowner Services Collaborative	MA	\$21,771	Chief Executive Officer	\$39,784	\$38,240	2023
Creative Housing Inc Viii	OH	\$19,886	President	\$8,713	\$9,871	2023
Independence I Inc	NJ	\$19,698	President	\$59,141	\$54,859	2024
Porchlight Foundation Inc	WI	\$21,976	Secretary	\$30,000	\$33,512	2023
Elks National Home And Retirement Center	IL	\$22,052	Grand Secretary	\$21,257	\$21,712	2024
Comact Housing Corporation	CO	\$19,487	Executive Director Of Housing	\$25,667	\$26,325	2023
Wynnton Neighborhood Housing Inc	GA	\$19,043	Ex-officio Exec Secretary	\$24,000	\$25,071	2024
Tarheel Regional Community Development Corporation	NC	\$22,625	President	\$12,000	\$13,262	2023
Polaris Endeavors Inc	FL	\$22,932	Ceo/secretary	\$29,980	\$29,261	2024
Clc Fund For The Disabled Inc	NY	\$22,955	Ceo (Through 9/30/2024)	\$19,131	\$17,960	2024
Center For Building In	NY	\$18,535	President	\$171,825	\$166,076	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Walker Housing Fund Dima-fi Lm	NJ	\$18,423	Trustee	\$16,309	\$15,575	2023
Salt & Light Housing I Inc	NJ	\$23,305	President	\$59,141	\$54,859	2024
Piney Ridge Apartments Corporation	VA	\$23,436	Executive Director	\$57,939	\$59,838	2023
Good Deeds And Good Seeds	TX	\$23,615	President	\$4,800	\$4,988	2024
Community Services Housing Development	NY	\$17,948	Executive Dir.	\$9,231	\$8,666	2024
Kendal At Ventura	CA	\$23,968	Ceo	\$23,179	\$20,794	2024
Compass Foundation	NV	\$17,067	President	\$30,000	\$31,242	2024
Independence Iii Inc	NJ	\$24,667	President	\$59,141	\$54,859	2024
Ashlawn View Inc	VA	\$24,725	Executive Director	\$57,939	\$59,838	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 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 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	47 organizations. Compensation range \$828–\$227,713; filing years 2023–2024.
SIZE BASIS	Matched on total revenue (\$20,831); for reference, expenses \$92,215 and assets \$1,192,682. Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.
ROLE MATCH	Sarah Norman, reported title " <i>PRESIDENT</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY	35 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	2 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	38 th
Total compensation (D + F), as reported (no adjustments)	38 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 (Sarah Norman) 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 47 similarly situated organizations (Same NTEE major group (L), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$20,272 is reasonable (approximately the 38th 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.