

Crescent Cities Charities Inc

Executive Director / CEO

EIN 521815486

MD · NTEE P81

FY ending 2023-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Steven Novak, Executive Director / CEO** (\$4,550) against **every comparable organization** that fit the selection criteria — **143** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 1st percentile of comparable organizations

below the typical range for comparable organizations

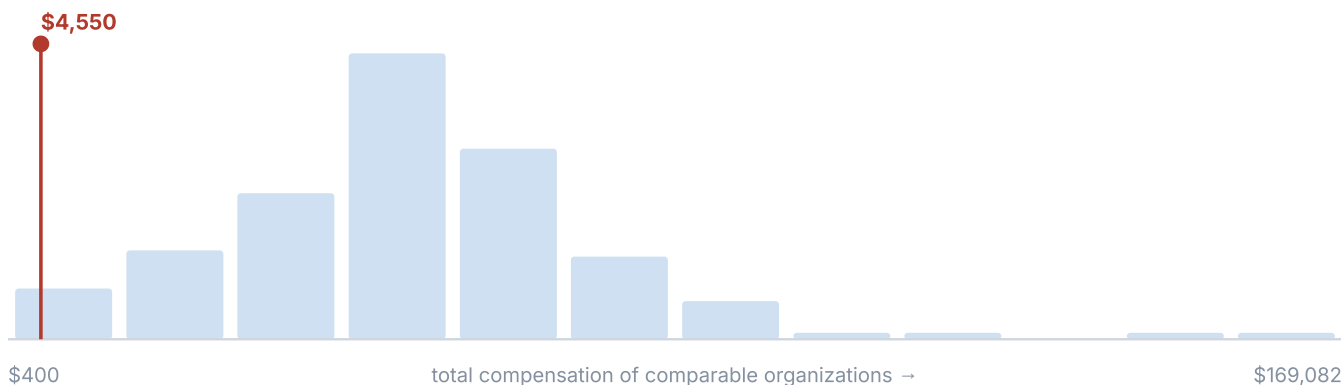
Benchmarked executive: Steven Novak — reported title “PRESIDENT”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (P81).
BUDGET	Total revenue between \$194,176 and \$434,724 — 0.67x to 1.50x the subject's \$289,816 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (P81), nationwide + budget 0.67–1.5x revenue.

143 organizations qualified on sector, size, and geography → **143** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$22,446	\$35,776	\$49,143	\$65,466	\$80,056	\$4,550
----------	----------	----------	----------	----------	----------------



● 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
Cokeville Senior Citizen Center Inc	WY	\$288,546	Site Director	\$29,562	\$32,888	2024
Rapp At Home	VA	\$291,247	Executive Director	\$63,667	\$63,867	2024
Connellsville Area Senior	PA	\$291,594	Executive Di	\$42,921	\$44,469	2024
Senior Needs Committee Of Wells And Ogunquit	ME	\$291,770	Director At Large	\$45,797	\$47,644	2024
Fair Park Activity Center	TN	\$293,399	Exc Director	\$45,000	\$49,143	2024
Tipton Co Commission On Aging	TN	\$285,980	Exec Director	\$34,165	\$38,413	2023
People Program Inc	LA	\$294,092	Executive Director	\$71,000	\$81,225	2024
Faribault Area Senior Citizens Inc	MN	\$284,670	Executive Di	\$70,000	\$71,861	2024
Jerome County Senior Citizens	ID	\$283,745	Executive Director	\$49,520	\$54,730	2024
Franklin County Senior Citizens Inc	ID	\$283,097	Site Manager	\$27,950	\$30,891	2024
Martin County Senior Citizens Corporation	KY	\$296,836	Director	\$35,624	\$39,764	2024
Silver Horizons New Mexico Inc	NM	\$297,096	Executive Dir.	\$74,380	\$83,115	2024
Corbin Senior Citizens Inc	KY	\$297,677	Executive Director	\$40,574	\$44,121	2025
Callahan County Aging	TX	\$297,942	Director	\$24,000	\$24,300	2025
The Senior Agenda Coalition Of Rhode	RI	\$298,296	Executive Director	\$32,308	\$32,186	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Riverview Community Action Corporation	PA	\$298,319	Executive Director - Resigned	\$50,760	\$54,144	2023
Eaton Area Senior Center Inc	MI	\$298,581	Executive Director	\$75,124	\$78,484	2025
Falls Township Senior Citizens Inc	PA	\$298,591	Foundation Mgr.	\$45,630	\$48,672	2023
Audrey's Angels	AZ	\$300,789	Executive Director	\$63,073	\$63,020	2024
Scott County Senior Citizens Inc	AR	\$300,874	Executive Director	\$36,500	\$42,626	2024
Kearsarge Area Council On Aging Inc	NH	\$277,438	Executive Director	\$96,538	\$92,610	2024
Howard County Council On Aging	TX	\$302,533	Director	\$27,500	\$28,580	2024
Elderday Center	IL	\$276,559	Ceo	\$67,049	\$70,507	2023
Faith In Action Of Bloomington Normal	IL	\$275,613	Executive Director	\$54,923	\$56,098	2024
Magoffin County Senior Citizens Inc	KY	\$273,160	Exec Dir	\$42,830	\$49,219	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 143 organizations. Compensation range \$400–\$169,082; filing years 2021–2025.

SIZE BASIS Matched on total revenue (\$289,816); for reference, expenses \$1,174,199 and assets \$8,801,541. **Revenue and expenses diverge this year — revenue may misrepresent**

operating size; weigh the expense-based view.

ROLE MATCH	Steven Novak, reported title " <i>PRESIDENT</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	6 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	3 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	1 st
Total compensation (D + F), as reported (no adjustments)	1 st
Reportable pay only (column D), adjusted	4 th
All sources (D + E + F), adjusted	94 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 (Steven Novak) 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 143 similarly situated organizations (Same NTEE sector (P81), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$4,550 is reasonable (approximately the 1st 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.