

# Revisions Community Housing Development

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Sarah Norman, Executive Director / CEO** (\$25,805) against **every comparable organization** that fit the selection criteria — **27** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **22<sup>nd</sup>** percentile of comparable organizations below the typical range for comparable organizations

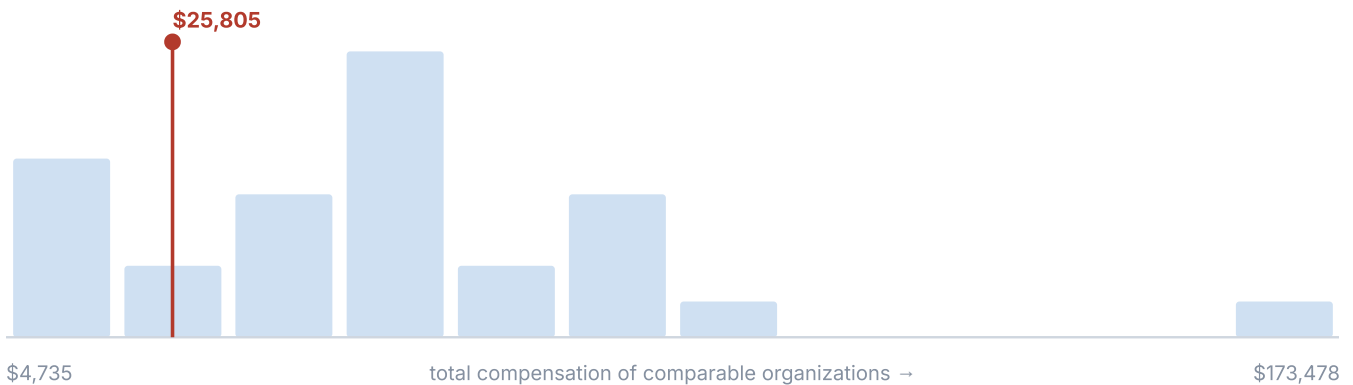
**Benchmarked executive:** Sarah Norman — reported title "PRESIDENT", a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (P20Z).
BUDGET	Total revenue between \$196,598 and \$440,145 — 0.67x to 1.50x the subject's \$293,430 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (P20) + MD + budget 0.67–1.5x revenue.

**27** organizations qualified on sector, size, and geography → **27** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$12,176	\$35,730	\$52,500	\$70,000	\$85,584	\$25,805
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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
<a href="#">Corpsthat Inc</a>	MD	\$293,102	Field And Logistics Director	\$59,091	<b>\$59,091</b>	2023
<a href="#">Centro Tepeyac Inc</a>	MD	\$288,520	Former Director	\$31,500	<b>\$30,596</b>	2024
<a href="#">Manor Apartments Inc</a>	MD	\$300,321	President & Ceo	\$54,890	<b>\$54,890</b>	2023
<a href="#">Minority Access Inc</a>	MD	\$302,145	President	\$47,283	<b>\$45,926</b>	2024
<a href="#">Hope Esperanza Restoratrñ &amp; Empwrmnt Cntr</a>	MD	\$278,168	Executive Dir.	\$43,184	<b>\$40,864</b>	2025
<a href="#">Talmar Inc</a>	MD	\$273,215	Executive Director	\$84,686	<b>\$84,686</b>	2023
<a href="#">Found In Faith Ministries Inc</a>	MD	\$268,559	Executive Director	\$47,278	<b>\$44,738</b>	2025
<a href="#">Shalom Tikvah Inc</a>	MD	\$267,070	Board Chair	\$85,308	<b>\$82,861</b>	2024
<a href="#">Prepare Inc</a>	MD	\$326,107	Co-founder Director Of Advocacy	\$43,771	<b>\$42,515</b>	2024
<a href="#">Brown Girl Wellness Incorporated</a>	MD	\$333,317	Director	\$12,000	<b>\$11,656</b>	2024
<a href="#">Compassion For Life Corporation</a>	MD	\$336,355	President & Ceo	\$52,500	<b>\$52,500</b>	2023
<a href="#">Luna Family Support Services Inc</a>	MD	\$340,004	Executive Director	\$72,000	<b>\$72,000</b>	2023
<a href="#">Churches For Streets Of Hope Inc</a>	MD	\$340,035	Dir. Of Oper	\$57,359	<b>\$55,713</b>	2024
<a href="#">Children In Need Inc</a>	MD	\$341,231	Executive Director	\$55,000	<b>\$53,422</b>	2024
<a href="#">Community Food Pantry</a>	MD	\$239,601	Director	\$23,752	<b>\$23,071</b>	2024
<a href="#">Carroll County Veterans</a>	MD	\$239,333	Executive Di	\$50,000	<b>\$50,000</b>	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Massb Foundation Ltd</a>	MD	\$238,851	Treasurer / Trustee	\$4,875	<b>\$4,735</b>	2024
<a href="#">Stellas Girls Inc</a>	MD	\$358,729	Ceo	\$80,695	<b>\$78,380</b>	2024
<a href="#">Wetati Academy Inc</a>	MD	\$360,093	Founder, President, Ceo	\$89,500	<b>\$86,932</b>	2024
<a href="#">Bond Servants Inc</a>	MD	\$221,414	Director	\$106,300	<b>\$100,589</b>	2025
<a href="#">Camp Inclusion Inc</a>	MD	\$207,690	Program Deve	\$12,893	<b>\$12,523</b>	2024
<a href="#">Community Services Of Central Md</a>	MD	\$205,333	President	\$13,755	<b>\$13,755</b>	2023
<a href="#">Frostburg First - A Maryland Main St Community Inc</a>	MD	\$382,384	Director	\$49,680	<b>\$47,011</b>	2025
<a href="#">African Women's Cancer Awareness Association Inc</a>	MD	\$392,297	President	\$60,000	<b>\$60,000</b>	2023
<a href="#">Baltimore Action Legal Team Inc</a>	MD	\$430,058	Executive Director	\$68,000	<b>\$68,000</b>	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](https://peerbasis.org/methodology).

## ■ Sample, role match & sensitivity

**PEER COUNT** 27 organizations. Compensation range \$4,735–\$173,478; filing years 2023–2025.

**SIZE BASIS** Matched on total revenue (\$293,430); for reference, expenses \$501,038 and assets \$996,495. **Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.**

**ROLE MATCH** Sarah Norman, reported title "*PRESIDENT*", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY	2 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	22 <sup>nd</sup>
Total compensation (D + F), as reported (no adjustments)	22 <sup>nd</sup>
Reportable pay only (column D), adjusted	0 <sup>th</sup>
All sources (D + E + F), adjusted	96 <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 (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 27 similarly situated organizations (Same NTEE sector (P20) + MD + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$25,805 is reasonable (approximately the 22<sup>nd</sup> 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.