

Flury Place Inc

Executive Director / CEO

EIN 522140592
 MD · NTEE E800
 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 — **81** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **31st** 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 (E800).
BUDGET	Total revenue between \$23,340 and \$52,254 — 0.67x to 1.50x the subject's \$34,836 (the band tightens as size grows).
GEOGRAPHY	Same NTEE major group (E), nationwide + budget 0.67–1.5x revenue.

81 organizations qualified on sector, size, and geography → **81** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$4,758	\$16,148	\$30,349	\$61,060	\$131,195	\$20,272
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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
Promedica Physicians At Home Inc	OH	\$34,196	Ceo And President	\$5,857	\$6,635	2023
Health And Wellness Foundation Inc	IL	\$34,127	Director Of The Board	\$30,500	\$30,349	2025
Health Quest Home Care Inc (Licensed)	NY	\$35,599	Executive Director Of Hq Home Care	\$31,923	\$29,970	2024
Piedmont Virginia Dental Health Foundation	VA	\$34,007	Sec/treasurer	\$19,155	\$19,215	2024
Makenna Foundation Inc	KY	\$33,818	Executive Director	\$17,668	\$20,304	2023
Chilton Memorial Hospital Auxiliary	NJ	\$35,937	Evp-chief Business & Strat	\$406,954	\$388,643	2023
The Ecumenical Center Foundation	TX	\$36,000	Executive Director	\$23,322	\$24,238	2024
Kalispell Regional Medical	MT	\$36,004	System Co-ceo	\$43,294	\$48,486	2024
Tosa Foundation	TX	\$36,125	Director/president	\$20,842	\$21,660	2024
Associated Universities Inc Retiree	DC	\$36,691	Trustee/president	\$68,897	\$62,813	2024
Community Health Partners Inc	NC	\$32,954	Executive Dir.	\$30,000	\$32,205	2024
Hshs Wisconsin Medical Group Inc	IL	\$32,821	Ceo Med Group (Until 8/1/22)	\$21,051	\$22,137	2023
Healthy Futures Armenia Inc	CA	\$37,116	Ceo	\$4,500	\$4,037	2024
Community Medical Center Foundation	NE	\$32,304	Director	\$57,178	\$63,893	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
South Pike Hospital Association Inc	MS	\$37,500	President	\$18,800	\$21,754	2024
Jc Blair Memorial Hospital Foundation	PA	\$37,830	President	\$13,159	\$14,036	2023
Pathcheck Foundation	MA	\$38,200	President	\$33,750	\$31,510	2024
Fort Hudson Foundation Corp	NY	\$38,621	Ceo	\$107,908	\$101,305	2024
Mass Hospital Research & Educational	MA	\$38,866	President & Ceo	\$161,132	\$150,434	2024
Seattle-king County Dental	WA	\$30,591	Executive Di	\$2,405	\$2,237	2024
Building Health Inc	KS	\$30,317	Chief Executive Officer	\$22,198	\$24,915	2024
Uab Medical West Contingent Liability	AL	\$30,003	Ceo	\$100,604	\$110,008	2025
Outreach Therapy	PA	\$30,000	Director	\$54,410	\$56,372	2024
Wesley At Home Inc	NY	\$30,000	Ceo	\$17,200	\$16,148	2024
Us Blood Donors Org	CA	\$29,830	President & Ceo	\$9,000	\$8,074	2024

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 **81** organizations. Compensation range \$39–\$531,477; filing years 2023–2025.

SIZE BASIS	Matched on total revenue (\$34,836); for reference, expenses \$71,598 and assets \$469,668. 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	46 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	9 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	31 st
Total compensation (D + F), as reported (no adjustments)	35 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 (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 81 similarly situated organizations (Same NTEE major group (E), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$20,272 is reasonable (approximately the 31st 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.