

Norwood Life Society

Executive Director / CEO

EIN 562663863

IL · NTEE L19

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Silvia Morici, Executive Director / CEO** (\$21,809) against **every comparable organization** that fit the selection criteria — **95** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **33rd** percentile of comparable organizations within the typical range

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

How comparable organizations were selected

SECTOR Organizations sharing the subject's NTEE classification (L19).

BUDGET Total revenue between \$0 and \$0 — 0.00x to 0.00x the subject's \$0 (the band tightens as size grows).

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

95 organizations qualified on sector, size, and geography

→ **95** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$8,647	\$15,772	\$28,362	\$52,850	\$117,351	\$21,809
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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 IL 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
Asset Holdings Inc	GA	\$0	Ceo/director	\$471,348	\$482,072	2024
Provident Group Girard Properties Inc	LA	\$0	President	\$27,395	\$31,590	2023
Garden City Neighbors Inc	MT	\$0	Executive Di	\$3,614	\$3,963	2024
Westminster Foundation Iii Inc	FL	\$0	Ceo/presiden	\$44,437	\$42,462	2024
Douglas Gardens Holding Corp Inc	FL	\$0	President	\$14,478	\$13,835	2024
George T Douris Housing Development	NY	\$0	Executive Director	\$24,759	\$22,757	2024
Fhcsd Housing Inc	CA	\$0	President, Ceo	\$60,907	\$55,077	2023
The Peak Inc	CO	\$0	Board Chair	\$15,697	\$15,310	2024
High Plains Housing Resources Inc	KS	\$0	Executive Director	\$48,469	\$53,262	2024
Cpnj-laurel Inc	NJ	\$0	President - Ceo	\$19,321	\$17,547	2024
Chesapeake Bay Housing Inc	VA	\$0	Chairman	\$17,050	\$16,745	2024
Peace Center Properties	SC	\$0	Assistant Treasurer	\$29,949	\$31,781	2024
Esperanza Rhf Housing	CA	\$0	President/ceo	\$76,739	\$67,402	2024
Nsi - Lincoln County	MO	\$0	Ceo	\$5,743	\$6,187	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Win Housing Development Fund Company	NY	\$0	President & Ceo	\$8,404	\$7,724	2024
Perth Amboy Housing Inc	NJ	\$0	Executive Director	\$256,277	\$232,744	2024
Hrca Brookline Housing 108 Centre Street Inc	MA	\$0	President And Ceo (Thru 7/2023, Returned 5/2024 To Current)	\$84,903	\$77,605	2024
431 Herkimer Street Hdfc Inc	NY	\$0	Ceo	\$41,741	\$38,366	2024
1559 Boone Avenue Housing Development	NY	\$0	Ceo	\$41,741	\$38,366	2024
Judson Terrace Homes Inc	CA	\$0	Chief Executive Officer	\$40,383	\$35,470	2024
Menorah Plaza Housing Corporation	MN	\$0	Ceo	\$22,194	\$22,307	2024
Episcopal Home At West Columbia	SC	\$0	Ceo	\$116,170	\$123,275	2024
House New York Inc	NY	\$0	President And Ceo	\$31,675	\$29,114	2024
Plymouth Place Holdings Inc	IL	\$0	Chief Executive Officer	\$31,372	\$31,372	2024
Heartland Housing Inc	IL	\$0	President/ceo (Part Year)	\$64,935	\$64,935	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to IL 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 IL 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	95 organizations. Compensation range \$2,327–\$1,208,620; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$0); for reference, expenses \$2,207 and assets \$2,870. Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.
ROLE MATCH	Silvia Morici, reported title "CEO", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	89 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	33 rd
Total compensation (D + F), as reported (no adjustments)	31 st
Reportable pay only (column D), adjusted	0 th
All sources (D + E + F), adjusted	54 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 (Silvia Morici) 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 95 similarly situated organizations (Same NTEE major group (L), nationwide + budget 0.67–1.5× revenue).

3. The authorized body determined that total compensation of \$21,809 is reasonable (approximately the 33rd 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.