

# Morgan Behavioral Health Choices

Executive Director / CEO

EIN 310897161

OH · NTEE F20Z

FY ending 2023-06-30

June 10, 2026

This analysis benchmarks the total compensation of **Terri Ray, Executive Director / CEO** (\$50,963) against **every comparable organization** that fit the selection criteria — **144** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **46<sup>th</sup>** percentile of comparable organizations within the typical range

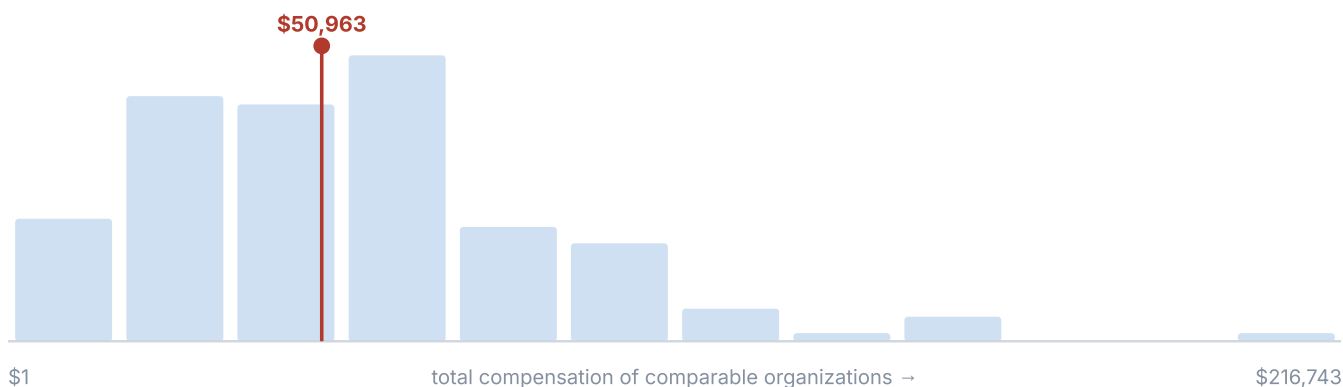
**Benchmarked executive:** Terri Ray — reported title "EXECUTIVE DI", a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (F20Z).
BUDGET	Total revenue between \$323,680 and \$724,657 — 0.67x to 1.50x the subject's \$483,105 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (F20), nationwide + budget 0.67–1.5x revenue.

**144** organizations qualified on sector, size, and geography → **144** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$18,029	\$32,459	\$52,987	\$71,540	\$95,825	\$50,963
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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 OH 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="#">Truth Pharm Inc</a>	NY	\$483,136	Executive Director	\$71,455	<b>\$59,214</b>	2024
<a href="#">Mission House Ministry</a>	WA	\$483,616	Board Member - Mentoring	\$54,146	<b>\$44,457</b>	2024
<a href="#">Massachusetts Alliance For Sober Housing Inc</a>	MA	\$481,940	Treasurer	\$4,500	<b>\$3,818</b>	2023
<a href="#">Key Bridge Inc</a>	FL	\$481,903	President	\$168,000	<b>\$149,009</b>	2023
<a href="#">Porter County Substance Abuse Council</a>	IN	\$480,751	Executive Director/ceo	\$91,900	<b>\$91,501</b>	2023
<a href="#">Urban Community Action Network</a>	CA	\$490,270	Executive Director	\$195,834	<b>\$155,078</b>	2024
<a href="#">One World Recovery Network</a>	TX	\$475,740	Chief Executive Officer	\$31,818	<b>\$29,188</b>	2024
<a href="#">Lubbock Lighthouse</a>	TX	\$491,889	Director	\$15,290	<b>\$13,665</b>	2025
<a href="#">Unity Recovery Services Inc</a>	WI	\$493,405	Coexecutive	\$69,588	<b>\$66,648</b>	2024
<a href="#">Minnesota Cit Officers Association</a>	MN	\$493,661	Executive Director	\$52,923	<b>\$49,373</b>	2023
<a href="#">Be A Part Of The Conversation</a>	PA	\$472,441	Executive Di	\$72,504	<b>\$68,265</b>	2023
<a href="#">A Vision For You Inc</a>	KY	\$494,144	President - Sr Program Director	\$62,100	<b>\$65,575</b>	2022
<a href="#">Exodus 14 Ministries Inc</a>	TN	\$471,025	President	\$32,534	<b>\$31,362</b>	2024
<a href="#">Coalition Pathways Inc</a>	PA	\$497,397	President	\$81,117	<b>\$74,184</b>	2024
<a href="#">Stalwart Clean And Sober</a>	CA	\$466,269	Ceo	\$62,520	<b>\$50,971</b>	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Washed Clean Addiction &amp; Recovery Ministries</a>	SD	\$465,327	President	\$48,000	<b>\$48,581</b>	2024
<a href="#">Sea Change</a>	CA	\$501,728	President	\$47,000	<b>\$38,318</b>	2023
<a href="#">Livingproof Recovery Inc</a>	GA	\$502,535	Executive Director	\$53,807	<b>\$51,080</b>	2023
<a href="#">Humanity United With God For Sociey</a>	GA	\$463,235	Executive Director	\$102,000	<b>\$94,054</b>	2024
<a href="#">Crossreach</a>	FL	\$503,464	President	\$180,000	<b>\$159,652</b>	2023
<a href="#">180 Ranch Inc</a>	TX	\$460,981	Executive Director	\$50,000	<b>\$45,868</b>	2024
<a href="#">Mayes County Hope Coalition</a>	OK	\$505,602	Executive Director	\$28,333	<b>\$28,611</b>	2024
<a href="#">Mission 61 Inc</a>	MN	\$457,543	President/ce	\$21,200	<b>\$19,778</b>	2023
<a href="#">West Coast Sober Housing</a>	OR	\$508,789	Pres/treas/e.d.	\$11,440	<b>\$9,743</b>	2024
<a href="#">Friends Of Recovery Nh</a>	NH	\$509,806	Executive Di	\$22,500	<b>\$19,052</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to OH 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 OH 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](http://peerbasis.org/methodology).

## Sample, role match & sensitivity

PEER COUNT	144 organizations. Compensation range \$1–\$216,743; filing years 2022–2025.
SIZE BASIS	Matched on total revenue (\$483,105); for reference, expenses \$528,052 and assets \$537,207.
ROLE MATCH	Terri Ray, reported title "EXECUTIVE DI", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY	8 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	5 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	46 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	41 <sup>st</sup>
Reportable pay only (column D), adjusted	49 <sup>th</sup>
All sources (D + E + F), adjusted	42 <sup>nd</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 (Terri Ray) 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 10, 2026, comparing compensation against 144 similarly situated organizations (Same NTEE sector (F20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$50,963 is reasonable (approximately the 46<sup>th</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 10, 2026.