

# Caledonia Education Foundation

Executive Director / CEO

EIN 383428004

MI · NTEE B99

FY ending 2024-06-30

June 9, 2026

This analysis benchmarks the total compensation of **Denise Blunk, Executive Director / CEO** (\$19,582) against **every comparable organization** that fit the selection criteria — **267** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **19<sup>th</sup>** percentile of comparable organizations below the typical range for comparable organizations

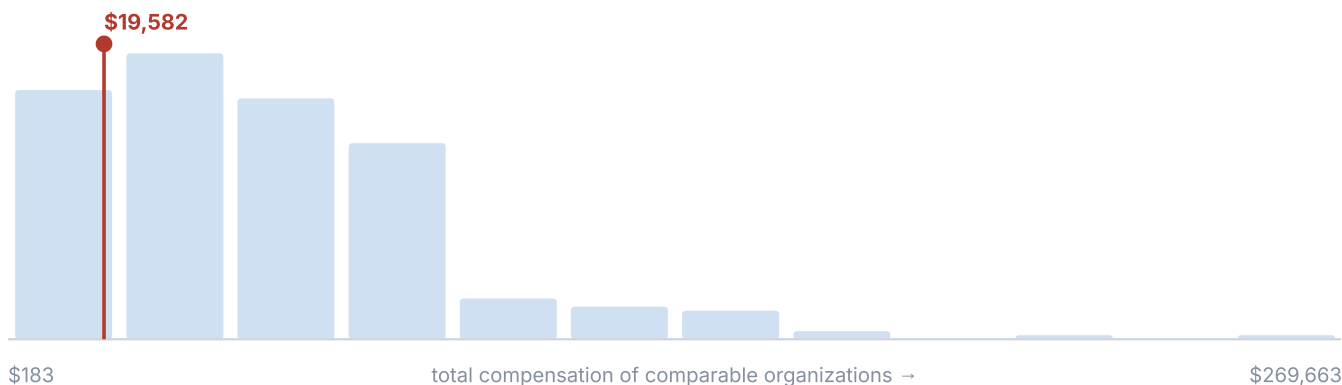
**Benchmarked executive:** Denise Blunk — reported title “EXECUTIVE DI”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (B99).
BUDGET	Total revenue between \$129,199 and \$289,252 — 0.67x to 1.50x the subject's \$192,835 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B99), nationwide + budget 0.67–1.5x revenue.

**267** organizations qualified on sector, size, and geography → **267** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$11,398	\$26,588	\$45,885	\$70,727	\$94,985	\$19,582
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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 MI 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="#">Empowering Garden Inc</a>	IL	\$192,373	President	\$19,500	<b>\$19,122</b>	2023
<a href="#">The Black Fives Foundation</a>	CT	\$191,995	President, E	\$50,000	<b>\$46,761</b>	2023
<a href="#">Antiquarian Book School Foundation</a>	CO	\$190,850	Executive Director	\$12,083	<b>\$11,225</b>	2024
<a href="#">Recycle Across America</a>	MN	\$194,922	Executive Di	\$35,604	<b>\$35,091</b>	2023
<a href="#">Coalition For Public Safety Training In</a>	MD	\$194,929	Executive Director	\$42,017	<b>\$39,182</b>	2023
<a href="#">Architectural Foundation Of</a>	CA	\$189,680	Executive Dir.	\$150,646	<b>\$126,029</b>	2024
<a href="#">Beth Israel Dermatology Foundation Inc</a>	MA	\$189,638	Director (Dermatologist, Hmfp)	\$100,462	<b>\$87,463</b>	2024
<a href="#">Children Of Promise Stable Inc</a>	NY	\$196,459	Program Director	\$62,149	<b>\$54,409</b>	2024
<a href="#">Revive The Roots</a>	RI	\$196,824	Executive Director	\$34,285	<b>\$31,029</b>	2025
<a href="#">Uhuburg Institute Limited</a>	GA	\$198,463	Secretary And General Manager	\$104,000	<b>\$104,304</b>	2023
<a href="#">Cbee Foundation</a>	CA	\$187,131	Ceo	\$182,431	<b>\$152,620</b>	2024
<a href="#">Next Generation Choices Foundation</a>	VA	\$199,125	President	\$80,000	<b>\$77,047</b>	2023
<a href="#">Newport-mesa High School</a>	CA	\$185,868	Secretary/treasurer	\$1,200	<b>\$1,004</b>	2024
<a href="#">Kid Kare Project Inc</a>	IN	\$185,552	Office Manager	\$7,737	<b>\$7,905</b>	2024
<a href="#">Lite House Partners Inc</a>	GA	\$185,332	Executive Director	\$183	<b>\$183</b>	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Ukrainian School Of Knowledge</a>	OR	\$200,613	President	\$32,400	<b>\$29,151</b>	2024
<a href="#">Cardio-facio-cutaneous International</a>	NY	\$184,530	Former Executive Director	\$67,516	<b>\$60,854</b>	2023
<a href="#">Alaska Prehospital Education Consortium Inc</a>	AK	\$202,369	Program Director	\$23,150	<b>\$21,443</b>	2024
<a href="#">Agc Of Iowa Foundation</a>	IA	\$183,174	Executive Vice President	\$31,254	<b>\$33,155</b>	2024
<a href="#">High Way Education Inc</a>	NY	\$202,698	Executive Director	\$46,176	<b>\$40,425</b>	2024
<a href="#">Estes Park Learning Place Inc</a>	CO	\$182,902	Executive Director	\$56,156	<b>\$52,169</b>	2024
<a href="#">Women Leading Kentucky Inc</a>	KY	\$203,065	Executive Director	\$47,712	<b>\$49,663</b>	2024
<a href="#">Monroe County Bar Center For Education</a>	NY	\$181,226	Executive Director - Thru Dec 2024	\$17,320	<b>\$14,773</b>	2025
<a href="#">Boosted Diplomas</a>	NV	\$204,559	Executive Di	\$69,692	<b>\$67,680</b>	2024
<a href="#">Annunciation Austin</a>	TX	\$205,036	Director Of Education	\$48,105	<b>\$46,620</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MI 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 MI 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** 267 organizations. Compensation range \$183–\$269,663; filing years 2021–2025.

**SIZE BASIS** Matched on total revenue (\$192,835); for reference, expenses \$110,535 and assets \$1,323,346. **Revenue and expenses diverge this year — revenue may misrepresent**

**operating size; weigh the expense-based view.**

ROLE MATCH	Denise Blunk, reported title "EXECUTIVE DI", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	22 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	19 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	19 <sup>th</sup>
Reportable pay only (column D), adjusted	24 <sup>th</sup>
All sources (D + E + F), adjusted	18 <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 (Denise Blunk) 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 267 similarly situated organizations (Same NTEE sector (B99), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$19,582 is reasonable (approximately the 19<sup>th</sup> percentile of comparable organizations) and documented the basis for this determination concurrently, on [date], by a vote of [\_\_ for / \_\_ against].

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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.