

Inside Out Reentry Inc

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Michelle Heinz, Executive Director / CEO** (\$59,118) against **every comparable organization** that fit the selection criteria — **16** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **50th** percentile of comparable organizations within the typical range

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

How comparable organizations were selected

SECTOR Organizations sharing the subject's NTEE classification (I43).

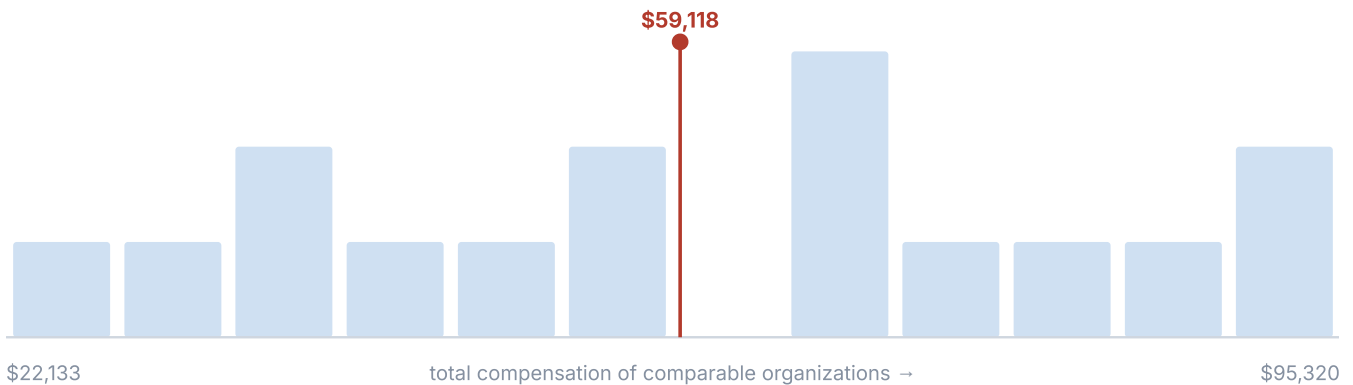
BUDGET Total revenue between \$308,407 and \$690,463 — 0.67x to 1.50x the subject's \$460,309 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (I43), nationwide + budget 0.67–1.5x revenue.

16 organizations qualified on sector, size, and geography

→ **16** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$34,232	\$41,274	\$61,202	\$75,663	\$87,772	\$59,118
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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 IA 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
Free The Ballot Incarcerated Voter Family Network	PA	\$449,333	Executive Director	\$61,011	\$55,567	2024
Innocence Delaware Inc	DE	\$486,466	Ed (From 4/24); Sec (Until 4/24)	\$24,750	\$22,133	2024
Chicago Community Bond Fund	IL	\$510,635	Board Chair	\$100,701	\$90,417	2024
Native American Reentry Services	WA	\$395,754	Executive Director	\$60,000	\$50,510	2023
Frederick Douglass Project For	DC	\$394,369	President	\$45,292	\$36,299	2024
Building Promise Usa	TX	\$526,485	Executive Director	\$42,000	\$38,370	2024
Maine Prisoner Advocacy Coalition	ME	\$535,374	Executive Di	\$58,741	\$53,720	2024
Horizon Community Engagement	OH	\$369,749	Executive Di	\$33,252	\$32,165	2024
Harrison County Lifelong Learning	IN	\$343,080	Executive Director	\$80,218	\$77,260	2024
Exoduslife	AR	\$578,738	Executive Director	\$65,518	\$69,247	2023
Changed Choices Inc	NC	\$582,287	Executive Dir.	\$92,595	\$85,127	2025
Motherhood Beyond Bars Inc	GA	\$323,309	Executive Di	\$46,000	\$42,242	2024
Prison And Neighborhood	IL	\$625,913	Executive Dir.	\$76,408	\$66,836	2025
Correctional Institutions Chaplaincy Of Santa Clara County Inc	CA	\$639,011	Executive Director	\$95,268	\$75,131	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Bridges To Hope	NE	\$647,239	Executive Director	\$69,531	\$68,300	2024
Prison Of Peace	CA	\$675,830	Officer	\$120,867	\$95,320	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to IA 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 IA 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	16 organizations. Compensation range \$22,133–\$95,320; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$460,309); for reference, expenses \$368,230 and assets \$519,839.
ROLE MATCH	Michelle Heinz, reported title <i>"Executive Director"</i> , benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	1 peer report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

Sensitivity — the subject's percentile under alternative compensation definitions:

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	50 th
Total compensation (D + F), as reported (no adjustments)	38 th
Reportable pay only (column D), adjusted	50 th
All sources (D + E + F), adjusted	44 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 (Michelle Heinz) 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 16 similarly situated organizations (Same NTEE sector (I43), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$59,118 is reasonable (approximately the 50th 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.