

Massachusetts Alliance For Sober Housing Inc

Executive Director / CEO

EIN 811839101
 MA · NTEE F20
 FY ending 2023-06-30
 June 10, 2026

This analysis benchmarks the total compensation of **Kathleen Delaney Campbell, Executive Director / CEO** (\$4,500) against **every comparable organization** that fit the selection criteria — **145** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 1st percentile of comparable organizations

below the typical range for comparable organizations

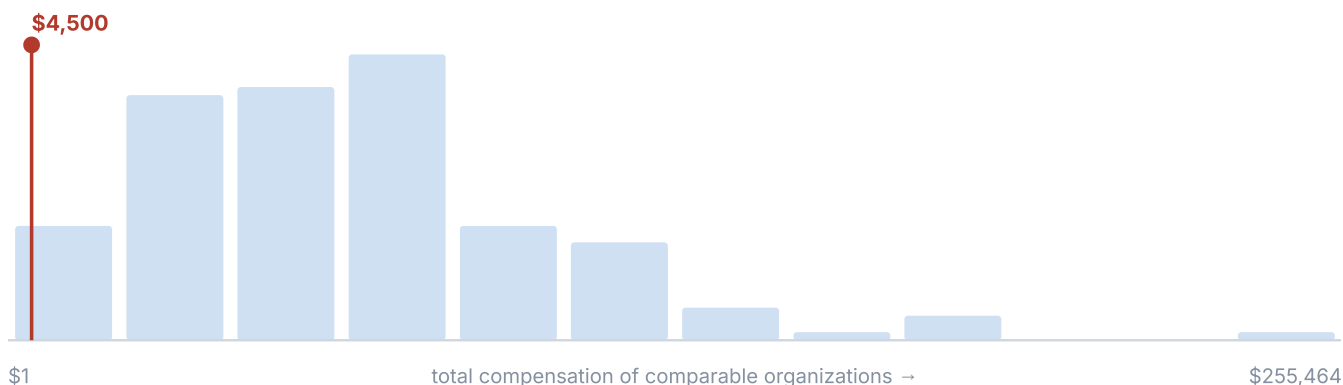
Benchmarked executive: Kathleen Delaney Campbell — reported title "TREASURER", selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

| | |
|-----------|---|
| SECTOR | Organizations sharing the subject's NTEE classification (F20). |
| BUDGET | Total revenue between \$322,899 and \$722,910 — 0.67x to 1.50x the subject's \$481,940 (the band tightens as size grows). |
| GEOGRAPHY | Same NTEE sector (F20), nationwide + budget 0.67–1.5x revenue. |

145 organizations qualified on sector, size, and geography → **145** within the band form the benchmarked peer set.

Distribution of comparable compensation



| | | | | | |
|-------------------------|-------------------------|---------------------------|-------------------------|--------------------------|----------------------------------|
| \$22,495 10TH | \$38,421 25TH | \$62,379 MEDIAN | \$84,147 75TH | \$112,668 90TH | \$4,500 THIS ORG · 1ST |
|-------------------------|-------------------------|---------------------------|-------------------------|--------------------------|----------------------------------|

\$4,500



■ 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 MA 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 |
|---|-------|-----------|---------------------------------|-----------------|------------------|------|
| Key Bridge Inc | FL | \$481,903 | President | \$168,000 | \$175,629 | 2023 |
| Morgan Behavioral Health Choices | OH | \$483,105 | Executive Di | \$50,963 | \$60,068 | 2023 |
| Porter County Substance Abuse Council | IN | \$480,751 | Executive Director/ceo | \$91,900 | \$107,848 | 2023 |
| Truth Pharm Inc | NY | \$483,136 | Executive Director | \$71,455 | \$69,792 | 2024 |
| Mission House Ministry | WA | \$483,616 | Board Member - Mentoring | \$54,146 | \$52,399 | 2024 |
| One World Recovery Network | TX | \$475,740 | Chief Executive Officer | \$31,818 | \$34,402 | 2024 |
| Urban Community Action Network | CA | \$490,270 | Executive Director | \$195,834 | \$182,783 | 2024 |
| Be A Part Of The Conversation | PA | \$472,441 | Executive Di | \$72,504 | \$80,461 | 2023 |
| Lubbock Lighthouse | TX | \$491,889 | Director | \$15,290 | \$16,106 | 2025 |
| Exodus 14 Ministries Inc | TN | \$471,025 | President | \$32,534 | \$36,965 | 2024 |
| Unity Recovery Services Inc | WI | \$493,405 | Coexecutive | \$69,588 | \$78,555 | 2024 |
| Minnesota Cit Officers Association | MN | \$493,661 | Executive Director | \$52,923 | \$58,194 | 2023 |
| A Vision For You Inc | KY | \$494,144 | President - Sr Program Director | \$62,100 | \$77,289 | 2022 |
| Coalition Pathways Inc | PA | \$497,397 | President | \$81,117 | \$87,437 | 2024 |
| Stalwart Clean And Sober | CA | \$466,269 | Ceo | \$62,520 | \$60,077 | 2023 |

| ORGANIZATION | STATE | REVENUE | MATCHED TITLE | COMP (REPORTED) | COMP (ADJUSTED) | FY |
|--|-------|-----------|--------------------|-----------------|------------------|------|
| Washed Clean Addiction & Recovery Ministries | SD | \$465,327 | President | \$48,000 | \$57,260 | 2024 |
| Humanity United With God For Sociey | GA | \$463,235 | Executive Director | \$102,000 | \$110,856 | 2024 |
| Sea Change | CA | \$501,728 | President | \$47,000 | \$45,163 | 2023 |
| Livingproof Recovery Inc | GA | \$502,535 | Executive Director | \$53,807 | \$60,206 | 2023 |
| 180 Ranch Inc | TX | \$460,981 | Executive Director | \$50,000 | \$54,062 | 2024 |
| Crossxreach | FL | \$503,464 | President | \$180,000 | \$188,174 | 2023 |
| Mayes County Hope Coalition | OK | \$505,602 | Executive Director | \$28,333 | \$33,722 | 2024 |
| Mission 61 Inc | MN | \$457,543 | President/ce | \$21,200 | \$23,311 | 2023 |
| West Coast Sober Housing | OR | \$508,789 | Pres/treas/e.d. | \$11,440 | \$11,483 | 2024 |
| Friends Of Recovery Nh | NH | \$509,806 | Executive Di | \$22,500 | \$22,456 | 2024 |

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MA 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 MA 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 145 organizations. Compensation range \$1–\$255,464; filing years 2022–2025.

SIZE BASIS Matched on total revenue (\$481,940); for reference, expenses \$380,438 and assets \$604,004.

ROLE MATCH Kathleen Delaney Campbell, reported title "*TREASURER*", benchmarked as Executive Director / CEO. **Selected as the organization's highest-paid individual without an exact title match — the board should confirm this is a comparable 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 | 1 st |
| Total compensation (D + F), as reported (no adjustments) | 1 st |
| Reportable pay only (column D), adjusted | 5 th |
| All sources (D + E + F), adjusted | 1 st |

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 (Kathleen Delaney Campbell) 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 145 similarly situated organizations (Same NTEE sector (F20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$4,500 is reasonable (approximately the 1st 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.