

Transformation House

Executive Director / CEO

EIN 831353005

TX · NTEE P20

FY ending 2023-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Lori Houck, Executive Director / CEO** (\$71,845) against **every comparable organization** that fit the selection criteria — **69** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **75th** percentile of comparable organizations within the typical range

Benchmarked executive: Lori Houck — 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 (P20).

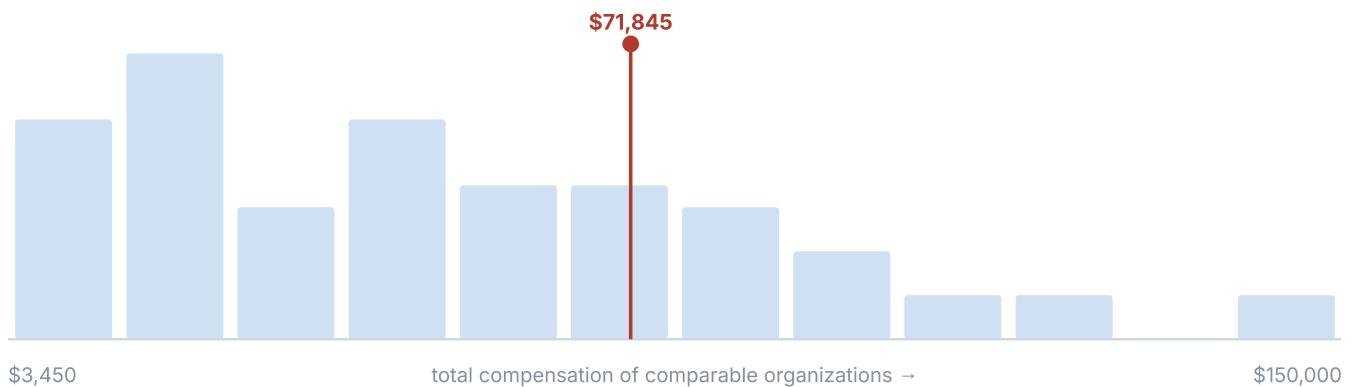
BUDGET Total revenue between \$226,820 and \$507,807 — 0.67x to 1.50x the subject's \$338,538 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (P20) + TX + budget 0.67–1.5x revenue.

69 organizations qualified on sector, size, and geography

→ **69** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$13,198	\$23,244	\$48,600	\$71,388	\$97,269	\$71,845
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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 TX 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
Refresh Frisco	TX	\$335,705	Executive Director	\$8,654	\$8,654	2023
Brave Communities	TX	\$333,912	Executive Director	\$78,333	\$78,333	2023
Unique Avenue	TX	\$329,498	Executive Director	\$99,246	\$96,399	2024
The Clubhouse For Special Needs	TX	\$326,770	Administrative Director	\$53,280	\$53,280	2023
Advocates For Immigrant Survivors	TX	\$326,092	Co-executive Director	\$111,619	\$108,417	2024
Navidad En El Barrio	TX	\$354,178	Executive Director	\$24,000	\$24,000	2023
Touched By Faith Ministries Internationa	TX	\$322,660	President	\$23,549	\$22,873	2024
The Alliance For Commercialization	TX	\$321,267	Founder	\$122,675	\$119,155	2024
Micah 6 Of Austin Texas	TX	\$321,238	Executive Director	\$62,316	\$62,316	2023
Burkburnett Grace Ministries Inc	TX	\$319,588	Executive Di	\$13,000	\$12,627	2024
Fatherless Network Or Widows And Orphans	TX	\$363,779	President	\$42,000	\$42,000	2023
Magpies And Peacocks Inc	TX	\$308,677	President	\$3,450	\$3,450	2023
Step Onward Foundation	TX	\$304,267	Co-founder/dir Develop	\$57,837	\$56,178	2024
Leadership Montgomery County Inc	TX	\$302,929	Executive Director	\$96,186	\$91,018	2025
Crowley House Of Hope	TX	\$385,389	Director Of Operations	\$57,717	\$57,717	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Hub City Outreach Center	TX	\$385,543	Executive Director	\$52,737	\$51,224	2024
In His Care Ministries	TX	\$386,578	Ceo	\$122,500	\$118,985	2024
Texas Christian Community Development Network	TX	\$386,784	Executive Director	\$71,266	\$71,266	2023
Spirit Of Sharing Inc	TX	\$387,998	Director	\$16,925	\$16,925	2023
Home Of Joseph Foundation	TX	\$288,408	Director	\$24,450	\$23,749	2024
Citychurch Outreach Ministry Mckinney	TX	\$285,475	President	\$23,931	\$23,244	2024
Successful Connections Inc	TX	\$392,686	Executive Di	\$80,000	\$77,705	2024
God's Open Door To Eternal Life Inc	TX	\$393,169	President/ex	\$19,250	\$18,698	2024
Allied Womens Center Of San Antonio	TX	\$395,709	At-large	\$68,000	\$66,049	2024
El Paso Civic Education Organization	TX	\$279,518	Lead Organizer	\$111,273	\$111,273	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to TX 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 TX 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 69 organizations. Compensation range \$3,450–\$150,000; filing years 2022–2025.

SIZE BASIS Matched on total revenue (\$338,538); for reference, expenses \$302,996 and assets \$984,774.

ROLE MATCH	Lori Houck, reported title " <i>Executive Director</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	3 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	1 peer 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	75 th
Total compensation (D + F), as reported (no adjustments)	74 th
Reportable pay only (column D), adjusted	71 st
All sources (D + E + F), adjusted	71 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 (Lori Houck) 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 69 similarly situated organizations (Same NTEE sector (P20) + TX + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$71,845 is reasonable (approximately the 75th 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.