

Community Recovery Alliance Inc

Executive Director / CEO

EIN 832500307

MI · NTEE I40

FY ending 2024-09-30

June 9, 2026

This analysis benchmarks the total compensation of **Caitlin Koucky, Executive Director / CEO** (\$69,995) against **every comparable organization** that fit the selection criteria — **56** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **61st** percentile of comparable organizations

within the typical range

Benchmarked executive: Caitlin Koucky — 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 (I40).

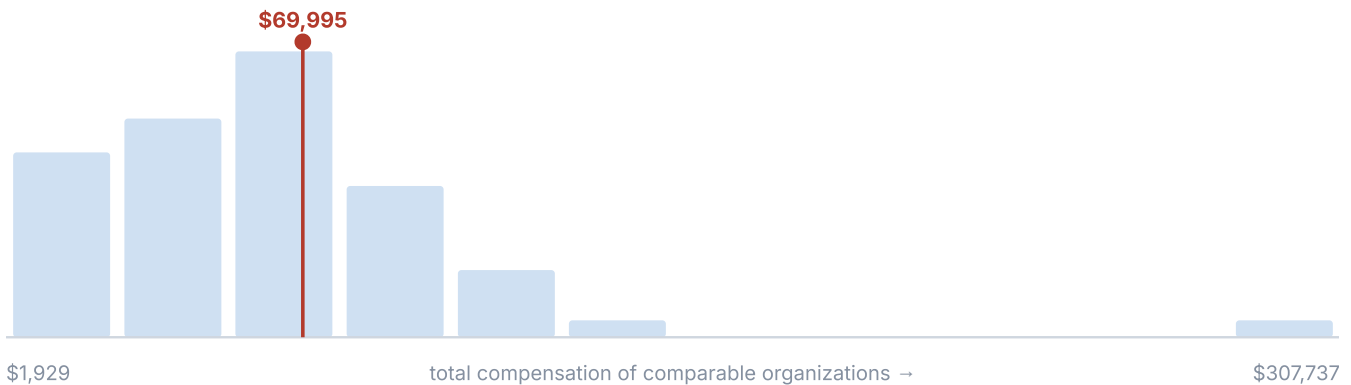
BUDGET Total revenue between \$298,262 and \$667,752 — 0.67x to 1.50x the subject's \$445,168 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (I40), nationwide + budget 0.67–1.5x revenue.

56 organizations qualified on sector, size, and geography

→ **56** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$16,613

\$33,919

\$57,174

\$82,891

\$103,658

\$69,995



■ 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
Hartford Community Resorative Justice Center Inc	VT	\$448,296	Executive Director	\$62,170	\$62,416	2023
Red Lodge Transition Services	OR	\$454,677	Executive Dir.	\$60,345	\$54,293	2024
Fringe Industries	OH	\$435,573	Director	\$33,074	\$33,939	2024
Turnkey Development Institute	OH	\$428,042	President & Ceo	\$291,293	\$307,737	2023
Discipleship Unlimited Inc	TX	\$422,166	President	\$93,012	\$92,803	2023
Strategies To Overcome Obstacles	MI	\$415,961	Executive Di	\$90,196	\$90,196	2024
Branch Of Goodness Agape Rehabilitation Center	TX	\$415,421	Director	\$30,000	\$29,074	2024
Saving Grace Min Of Rochester Inc	NY	\$410,413	President	\$53,092	\$46,480	2024
New Beginnings Reentry Services Inc	MA	\$482,091	Exec. Dir. & Board Member	\$107,870	\$93,913	2024
Youth-led Justice	ME	\$407,221	Co-director	\$39,214	\$39,166	2023
Florida Foundation For Correctional	FL	\$485,052	Executive Director	\$117,000	\$106,487	2024
Pathway To Promise Inc	VA	\$401,323	Chief Executive Officer	\$14,813	\$13,857	2024
My Way Out Inc	WI	\$399,041	Executive Director	\$83,248	\$84,232	2024
Center For Correctional Concerns	IL	\$396,642	Executive Di	\$63,575	\$60,554	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
No More Tears Inc	CA	\$394,088	President	\$68,144	\$58,693	2023
The Childrens Law Project Of Hawaii	HI	\$391,252	Executive Director	\$46,565	\$40,391	2024
Freedom Education Project Puget Sound	WA	\$502,179	Executive Director From May 2024	\$112,497	\$97,580	2024
This Is Living Ministries	TN	\$380,610	President	\$44,200	\$45,012	2024
Scatter Joy Acres	NE	\$510,314	Exec Director	\$51,877	\$55,654	2023
Pathways Kitchen	TN	\$510,832	Ceo	\$120,000	\$122,205	2024
Arkansas Paws In Prison Foundation	AR	\$510,855	Treasurer	\$18,000	\$19,602	2024
Man Up Inc	RI	\$377,528	Ceo/founder	\$108,536	\$100,829	2024
Celebrate Forever Families	TX	\$376,007	Out Going Executive Director	\$54,808	\$53,116	2024
The National Incarceration	GA	\$520,544	President &	\$17,017	\$16,577	2024
Rebuilding Exoffenders Successfully	FL	\$360,213	Executive Director	\$72,000	\$65,530	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.

● Sample, role match & sensitivity

PEER COUNT 56 organizations. Compensation range \$1,929–\$307,737; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$445,168); for reference, expenses \$389,594 and assets \$173,931.

ROLE MATCH	Caitlin Koucky, reported title "EXECUTIVE DI", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	2 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	61 st
Total compensation (D + F), as reported (no adjustments)	63 rd
Reportable pay only (column D), adjusted	61 st
All sources (D + E + F), adjusted	59 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 (Caitlin Koucky) 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 56 similarly situated organizations (Same NTEE sector (I40), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$69,995 is reasonable (approximately the 61st 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.