

A Way Forward Inc

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Debbie Platts, Executive Director / CEO** (\$40,334) against **every comparable organization** that fit the selection criteria — **123** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **43rd** percentile of comparable organizations within the typical range

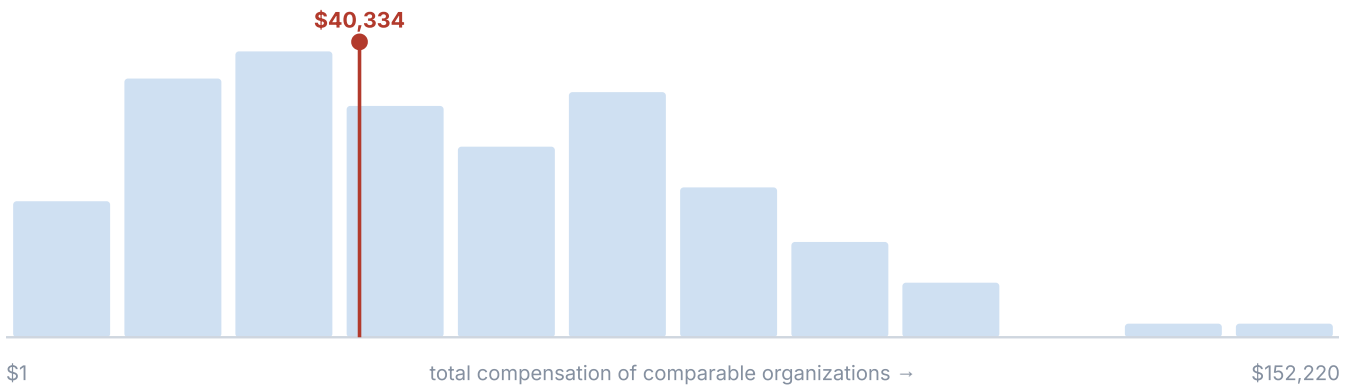
Benchmarked executive: Debbie Platts — reported title "Executive Dir.", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (F20).
BUDGET	Total revenue between \$191,662 and \$429,096 — 0.67x to 1.50x the subject's \$286,064 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (F20), nationwide + budget 0.67–1.5x revenue.

123 organizations qualified on sector, size, and geography → **123** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$15,583	\$26,113	\$46,944	\$69,289	\$88,942	\$40,334
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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 CO 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
Standing Strong Inc	MD	\$286,743	Ceo	\$1,950	\$1,958	2023
Abw Inc	OH	\$287,580	Ceo	\$32,936	\$36,380	2024
Mountain High Recovery Center	CA	\$288,063	Executive Dir.	\$39,236	\$35,333	2024
Trinity Counseling Center Of Florida Inc	FL	\$281,074	Ceo	\$17,177	\$16,828	2024
Rose Garden Recovery Community Inc	IN	\$279,654	Executive Dir.	\$28,408	\$31,243	2024
Freedom Center	MS	\$279,581	Executive Di	\$13,000	\$15,100	2024
Clay Student Leadership Inc	TX	\$279,317	President	\$15,833	\$16,517	2024
Anything Helps	MN	\$294,114	Executive Director	\$16,808	\$17,320	2024
American Society Of Addiction Medicine	WI	\$277,418	Member	\$7,245	\$7,891	2024
Angels In Flight Recovery Center	GA	\$277,363	President	\$41,600	\$43,622	2024
Decatur Prevention Initiative Inc	GA	\$295,167	Executive Director	\$98,998	\$106,876	2023
Still Worthy Inc	SC	\$295,655	Co-founder	\$13,790	\$15,446	2023
New Hope Philly Inc	PA	\$296,738	Executive Director	\$64,971	\$67,570	2024
Miami Recovery Project Inc	FL	\$297,774	Executive Di	\$70,000	\$68,580	2024
Simple Living Inc	MA	\$273,430	Executive Di	\$62,400	\$58,478	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Mississippi Harm Reduction Initiative	MS	\$272,586	Executive Director	\$39,423	\$45,790	2024
Baltimore Intergroup Council Of Aa	MD	\$271,749	Administrator/special Worker	\$39,577	\$39,727	2023
Nar-anon Family Group Headquarters Inc	CA	\$271,647	Executive Director	\$50,170	\$45,180	2024
Go The Distance	OR	\$301,000	Executive Director	\$67,061	\$66,866	2023
Mstepp Inc	AZ	\$301,816	Program Director	\$91,678	\$89,580	2025
Raven Cares Inc	KY	\$269,768	President	\$42,308	\$48,804	2023
Arise Addiction Recovery Inc	ME	\$302,800	President	\$55,120	\$57,561	2024
Greater Spokane Substance Abuse Council	WA	\$303,768	Executive Director	\$79,132	\$76,068	2023
Nashville Peacemakers	TN	\$268,074	Ceo	\$64,260	\$70,443	2024
New Dawn Recovery Services Inc	WI	\$266,649	Executive Di	\$75,000	\$84,099	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CO 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 CO 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 **123** organizations. Compensation range \$1–\$152,220; filing years 2022–2025.

SIZE BASIS Matched on total revenue (\$286,064); for reference, expenses \$334,686 and assets \$59,841.

ROLE MATCH	Debbie Platts, reported title " <i>Executive Dir.</i> ", 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	2 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	43 rd
Total compensation (D + F), as reported (no adjustments)	45 th
Reportable pay only (column D), adjusted	45 th
All sources (D + E + F), adjusted	42 nd

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 (Debbie Platts) 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 123 similarly situated organizations (Same NTEE sector (F20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$40,334 is reasonable (approximately the 43rd 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.