

Crossroads Ministries Usa Inc

Executive Director / CEO

EIN 200076359

CO · NTEE X20

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Kay Owenlarsen, Executive Director / CEO** (\$43,353) against **every comparable organization** that fit the selection criteria — **49** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **37th** percentile of comparable organizations within the typical range

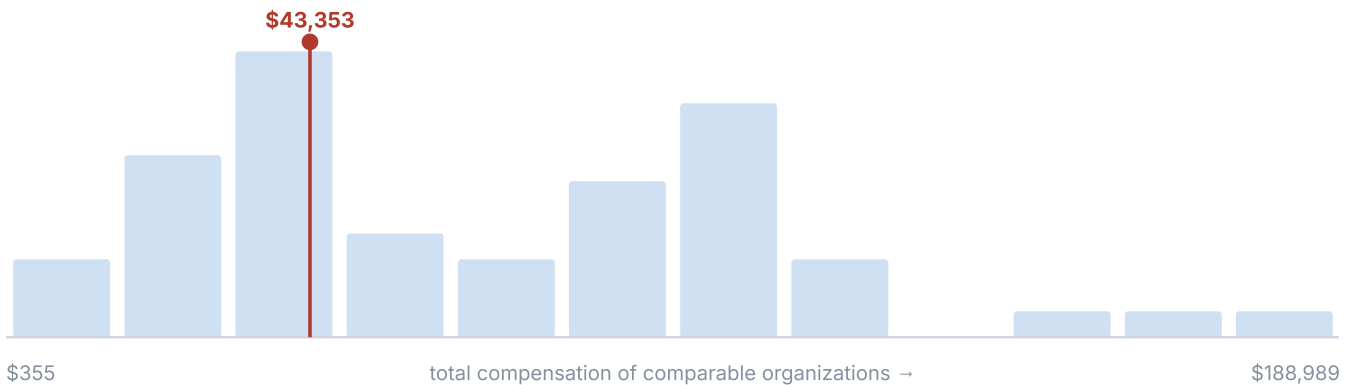
Benchmarked executive: Kay Owenlarsen — reported title "President", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (X20).
BUDGET	Total revenue between \$183,454 and \$410,718 — 0.67x to 1.50x the subject's \$273,812 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (X20) + CO + budget 0.67–1.5x revenue.

49 organizations qualified on sector, size, and geography → **49** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$19,744	\$35,350	\$61,788	\$100,000	\$119,638	\$43,353
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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
The Summit Mission Alliance	CO	\$276,303	Executive Director	\$63,423	\$61,788	2025
Cecil & Lisa Paxton	CO	\$276,742	President	\$34,283	\$34,283	2024
Mike Hoesch Ministries Inc	CO	\$266,888	President	\$48,000	\$48,000	2024
Freedom 58 Project Incorporated	CO	\$259,846	Director	\$79,426	\$79,426	2024
Caring For The Heart Ministries	CO	\$259,175	President	\$49,466	\$50,927	2023
Trinity Fitness Colorado Springs	CO	\$257,558	Communications Director	\$28,950	\$29,805	2023
Faith Covenant International	CO	\$255,031	President	\$1,800	\$1,853	2023
Mosaic International Ministries	CO	\$254,966	President	\$41,500	\$41,500	2024
The Noble Heart Inc	CO	\$254,722	President	\$120,237	\$123,788	2023
Trinity Outreach International Inc	CO	\$293,776	Pres/chairman	\$188,989	\$188,989	2024
Mercygift	CO	\$298,228	President	\$143,000	\$143,000	2024
Cityunite	CO	\$299,157	Executive Di	\$109,874	\$109,874	2024
Life Impact Ministries	CO	\$244,144	Director	\$118,600	\$118,600	2024
Msc Family Restoration Center	CO	\$304,046	President/ Exec. Director	\$107,432	\$107,432	2024
Turn Ministries	CO	\$243,102	President	\$99,000	\$99,000	2024
The One Project	CO	\$239,678	Director	\$6,800	\$6,800	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Whole Heart Ministries Inc	CO	\$308,371	Executive Dir.	\$99,198	\$102,128	2023
Digital Bibles For The World	CO	\$232,319	President	\$100,538	\$103,508	2023
Iglesia De Restauracion Mision Elim Greeley Inc	CO	\$230,057	Treasurer	\$35,350	\$35,350	2024
Legacy Relief Project	CO	\$229,708	President	\$50,000	\$50,000	2024
Koome Ministries Inc	CO	\$225,673	President	\$86,208	\$86,208	2024
Treasure Mountain Bible Camp	CO	\$322,791	Board Member/camp Director	\$19,200	\$19,767	2023
Footsteps Experience Inc	CO	\$221,637	President	\$75,000	\$75,000	2024
Cityforce Inc	CO	\$221,350	President	\$90,000	\$92,658	2023
In Christ Ministries Inc	CO	\$216,536	President	\$73,242	\$75,405	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	49 organizations. Compensation range \$355–\$188,989; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$273,812); for reference, expenses \$265,960 and assets \$142,183.
ROLE MATCH	Kay Owenlarsen, reported title " <i>President</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.

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

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	37 th
Total compensation (D + F), as reported (no adjustments)	39 th
Reportable pay only (column D), adjusted	45 th
All sources (D + E + F), adjusted	100 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 (Kay Owenlarsen) 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 49 similarly situated organizations (Same NTEE sector (X20) + CO + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$43,353 is reasonable (approximately the 37th 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.