

Bethel Institute For Community Development

Executive Director / CEO

EIN 202079203
 MA · NTEE D50
 FY ending 2023-12-31
 June 13, 2026

This analysis benchmarks the total compensation of **Kalya H Murray, Executive Director / CEO** (\$90,180) against **every comparable organization** that fit the selection criteria — **634** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **87th** percentile of comparable organizations within the typical range

Benchmarked executive: Kalya H Murray — 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 (D50).
BUDGET	Total revenue between \$333,630 and \$746,934 — 0.67x to 1.50x the subject's \$497,956 (the band tightens as size grows).
GEOGRAPHY	Same NTEE major group (D), nationwide + budget 0.67–1.5x revenue.

634 organizations qualified on sector, size, and geography → **634** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$13,808 10TH	\$31,060 25TH	\$53,678 MEDIAN	\$74,027 75TH	\$97,013 90TH	\$90,180 THIS ORG · 87TH
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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 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
Heart Of Horse Sense	NC	\$498,075	Executive Director	\$61,754	\$68,970	2024
600 Million Stray Dogs	FL	\$498,330	Ceo, President	\$43,030	\$43,693	2024
Franklin County Animal Shelter	ME	\$498,909	Board Member	\$43,072	\$46,618	2024
Pack Leaders Rescue Of Ct Inc	CT	\$498,930	President	\$50,000	\$50,673	2024
Friends Of Ottawa National Wildlife	OH	\$499,410	Executive Di	\$73,080	\$83,664	2024
A Home 4 Spot	NV	\$501,355	President	\$80,358	\$87,065	2024
Humane Society At Lakewood Ranch Inc	FL	\$494,430	Shelter Director	\$48,757	\$49,509	2024
Max's Helping Paws Foundation	CA	\$494,382	Executive Director	\$76,500	\$73,511	2023
The Pegasus Project Inc	TX	\$501,762	President/ed	\$129,800	\$140,344	2024
For The Love Of Dogs Vermont Ltd	VT	\$501,861	Director	\$15,688	\$17,068	2024
Wyoming Wildlife Advocates	WY	\$493,587	Director	\$14,117	\$16,340	2024
Castaway Animals Rescue Effort	MO	\$502,340	Executive Direc	\$47,555	\$54,443	2024
The Forgotten Dog Foundation	CA	\$502,388	Executive Director	\$49,750	\$47,806	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Cat Lounge Rescue And Adoption Center	CA	\$493,501	Executive Director - Intake Manager	\$105,700	\$98,655	2024
Noah Project	MI	\$502,931	Executive Dir.	\$52,000	\$58,014	2024
Arizona Wildlife Federation	AZ	\$492,745	Executive Dir.	\$63,221	\$67,661	2023
Red Door Animal Shelter	IL	\$492,442	President	\$25,250	\$27,624	2023
Humane Society-sPCA Of Nelson	VA	\$492,402	President	\$4,497	\$4,832	2023
Two By Two Rescue League	AL	\$503,773	Executive Director	\$75,000	\$85,322	2025
Center For Animal Research &	TX	\$491,943	Exec. Dir.	\$36,435	\$39,395	2024
The Aska's Animals Foundation Inc	ID	\$491,587	President	\$12,000	\$13,798	2024
Lucky Orphans Horse Rescue Inc	NY	\$504,415	Executive Dir.	\$50,373	\$50,654	2023
Sequoia Humane Society	CA	\$491,278	Executive Director	\$34,484	\$32,186	2024
Rubys Rescue & Retreat Nfp	IL	\$490,727	President	\$67,400	\$71,622	2024
Columbus Dog Connection Inc	OH	\$490,686	Executive Di	\$50,416	\$57,718	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	634 organizations. Compensation range \$140–\$376,502; filing years 2021–2025.
SIZE BASIS	Matched on total revenue (\$497,956); for reference, expenses \$311,871 and assets \$637,942.
ROLE MATCH	Kalya H Murray, reported title "EXECUTIVE DIRECTOR", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	24 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	16 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	87 th
Total compensation (D + F), as reported (no adjustments)	90 th
Reportable pay only (column D), adjusted	89 th
All sources (D + E + F), adjusted	84 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 (Kalya H Murray) 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 13, 2026, comparing compensation against 634 similarly situated organizations (Same NTEE major group (D), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$90,180 is reasonable (approximately the 87th 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 13, 2026.