

Crossroads Animal Shelter

Executive Director / CEO

EIN 411963397

MN · NTEE D200

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Pamela Haryn, Executive Director / CEO** (\$52,550) against **every comparable organization** that fit the selection criteria — **409** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **70th** percentile of comparable organizations within the typical range

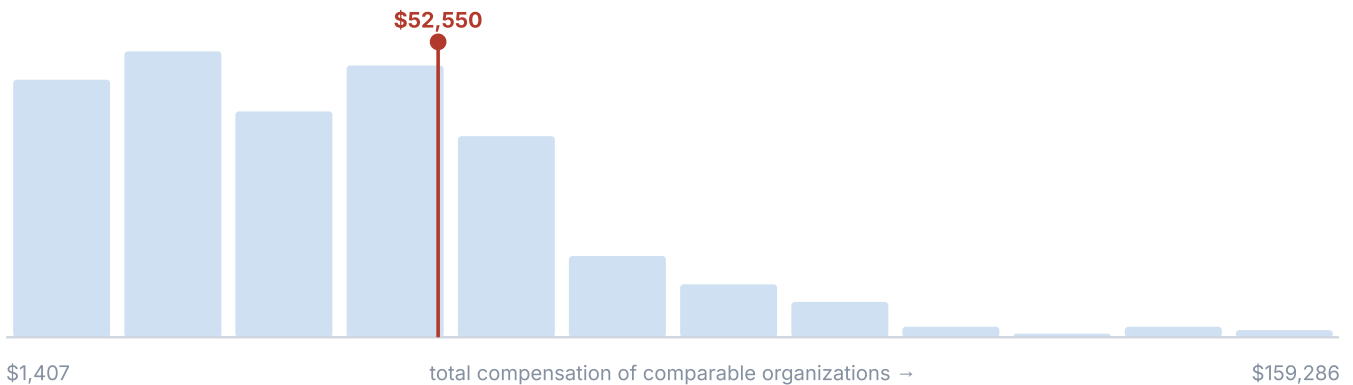
Benchmarked executive: Pamela Haryn — reported title “DIRECTOR OF OPERATIONS”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (D200).
BUDGET	Total revenue between \$201,161 and \$450,361 — 0.67x to 1.50x the subject's \$300,241 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (D20), nationwide + budget 0.67–1.5x revenue.

409 organizations qualified on sector, size, and geography → **409** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$9,381	\$20,568	\$37,587	\$56,921	\$73,729	\$52,550
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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 MN 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
Puget Sound Goat Rescue And Adoption	WA	\$300,712	Executive Director	\$45,554	\$41,275	2024
Gsd Rescue Indy Inc	IN	\$299,479	President	\$11,450	\$12,220	2024
Langlade County Humane Society Inc	WI	\$301,068	Treasurer	\$1,366	\$1,407	2025
Spay Montana	MT	\$301,153	Executive Director	\$50,000	\$56,157	2023
Wellington Humane Society Inc	KS	\$301,538	Operations D	\$48,600	\$53,136	2024
Showing Animals Respect & Kindness Inc	IL	\$298,523	Vp And Secretary	\$80,000	\$81,947	2023
Paws With Possibilities Pet Rescue	MO	\$298,281	President	\$17,654	\$18,923	2024
Josh And His Critters	CA	\$298,046	President	\$70,000	\$62,979	2023
Chicago French Bulldog Rescue Inc Nfp	IL	\$302,658	Director/president	\$30,000	\$30,730	2023
Lamancha	PA	\$297,632	Director	\$60,000	\$60,554	2024
Alliance For Humane Action (Aha)	IL	\$302,982	President	\$40,560	\$41,547	2023
Almost Home Animal Rescue & Adoption Inc	NY	\$297,472	Shelter Manager/director	\$28,155	\$25,748	2024
Bark About It Rescue	PA	\$297,464	President	\$22,700	\$22,910	2024
Hillsborough County Pet	FL	\$303,119	Executive Director	\$77,308	\$71,604	2025
Spay Neuter Assistance Program Of North	NC	\$303,397	President	\$19,927	\$20,838	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Best Friends Animal Rescue	AK	\$297,024	President Founder	\$4,500	\$4,483	2023
For The Love Of Primates	OH	\$304,798	Executive Director	\$20,000	\$21,438	2024
Misplaced Mutts	NC	\$305,275	Executive Di	\$41,315	\$43,203	2024
Bird Ally X	CA	\$294,077	Director	\$10,000	\$8,997	2023
Marshall County Humane Society Inc	IN	\$294,054	Executive Director	\$56,788	\$62,396	2023
Mccook Humane Society Inc	NE	\$306,770	Consultant	\$19,400	\$21,741	2023
United Friends Of Homeless Animals Inc	NY	\$306,784	Manager	\$12,707	\$11,963	2023
Cats Meow	WA	\$307,110	Executive Director	\$66,184	\$61,739	2023
Tried By Fire Inc	NC	\$292,938	Executive Director	\$21,735	\$23,400	2023
Mesabi Humane Society	MN	\$292,449	Executive Director	\$24,700	\$24,700	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MN 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 MN 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 409 organizations. Compensation range \$1,407–\$159,286; filing years 2022–2025.

SIZE BASIS Matched on total revenue (\$300,241); for reference, expenses \$382,757 and assets \$281,922.

ROLE MATCH Pamela Haryn, reported title "*DIRECTOR OF OPERATIONS*", benchmarked as Executive Director / CEO. **Selected as the organization's highest-paid individual without an exact title match — the board should confirm this is a comparable 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	8 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	70 th
Total compensation (D + F), as reported (no adjustments)	70 th
Reportable pay only (column D), adjusted	70 th
All sources (D + E + F), adjusted	69 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 (Pamela Haryn) 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 409 similarly situated organizations (Same NTEE sector (D20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$52,550 is reasonable (approximately the 70th 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.