

Start Over Rover

Executive Director / CEO

EIN 452097197
 NE · NTEE D20
 FY ending 2024-12-31
 June 9, 2026

This analysis benchmarks the total compensation of **Kelly Zubrod, Executive Director / CEO** (\$55,000) against **every comparable organization** that fit the selection criteria — **331** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **82nd** percentile of comparable organizations within the typical range

Benchmarked executive: Kelly Zubrod — reported title “PROGRAM DIRECTOR”, 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 (D20).
BUDGET	Total revenue between \$159,813 and \$357,792 — 0.67x to 1.50x the subject's \$238,528 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (D20), nationwide + budget 0.67–1.5x revenue.

331 organizations qualified on sector, size, and geography → **331** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$8,227	\$17,363	\$31,784	\$48,740	\$65,711	\$55,000
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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 NE 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
Oconto Area Humane Society & Animal Shelter Inc	WI	\$238,590	Director	\$48,355	\$48,339	2023
Operation Spot Inc	MO	\$238,274	Executive Dir.	\$41,083	\$40,456	2024
Resilient Hearts Animal Sanctuary	WA	\$238,040	Executive Director	\$37,430	\$32,078	2023
Paws For Life Animal League	WY	\$239,356	Manager	\$37,440	\$36,314	2025
Purr Partners	NC	\$239,549	Employee	\$17,737	\$17,543	2023
The Wright Ranch Rescue Inc	FL	\$239,553	President	\$19,200	\$16,770	2024
Rezq Dogs	MT	\$236,801	Shelter Director	\$42,715	\$44,075	2023
Hawkins County Humane Society Inc	TN	\$240,409	Secretary	\$28,880	\$29,058	2023
The Oh Foundation	OH	\$236,513	Secretary	\$90,000	\$88,627	2024
The Kibble Kitchen Pet Pantry Inc	IN	\$236,512	Organizer	\$31,116	\$30,509	2024
Speak For Animals	SC	\$236,332	President	\$7,262	\$7,251	2023
Paws Of Grays Harbor	WA	\$240,779	Executive Director	\$59,378	\$49,427	2024
Luna's House Inc	MD	\$236,166	President	\$26,460	\$23,000	2024
Red Lake Rosie's Rescue Inc	MN	\$240,921	Treasurer	\$15,800	\$14,944	2023
Northern Oklahoma Humane Society	OK	\$236,125	Executive Di	\$24,902	\$26,248	2023
Misfits Of Oz Farm Sanctuary	NM	\$240,982	Executive Dir.	\$27,691	\$27,691	2024
Rocco's Heartland Rescue Inc	SC	\$241,020	President	\$7,500	\$7,275	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Hope Animal Shelter	AZ	\$236,021	President & Ceo	\$50,000	\$46,029	2023
River Otter Ecology Project	CA	\$241,321	Executive Director	\$97,104	\$77,959	2024
Otra-mas Inc	CA	\$241,780	Exe. Director	\$15,360	\$12,696	2023
Dharamsala Animal Rescue	CA	\$235,102	Chairman	\$120,000	\$96,341	2024
Vintage Racers For Rescues Inc	NC	\$234,877	President	\$26,000	\$25,715	2023
Canopy Cat Rescue	WA	\$234,586	Founder/cat Rescuer	\$80,400	\$68,903	2023
Bad Rap	CA	\$242,664	Ceo	\$100,564	\$80,737	2024
Friends Of Camden Animal Shelter	NJ	\$233,628	Former Executive Director	\$5,048	\$4,190	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to NE 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 NE 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	331 organizations. Compensation range \$1,292–\$537,401; filing years 2022–2025.
SIZE BASIS	Matched on total revenue (\$238,528); for reference, expenses \$365,048 and assets \$830,301. Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.
ROLE MATCH	Kelly Zubrod, reported title " <i>PROGRAM DIRECTOR</i> ", 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 9 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	82 nd
Total compensation (D + F), as reported (no adjustments)	77 th
Reportable pay only (column D), adjusted	82 nd
All sources (D + E + F), adjusted	81 st

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 (Kelly Zubrod) 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 331 similarly situated organizations (Same NTEE sector (D20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$55,000 is reasonable (approximately the 82nd 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.