

Crossroads Academy

Executive Director / CEO

EIN **461188500**
 AZ · NTEE B25
 FY ending 2024-12-31
June 10, 2026

This analysis benchmarks the total compensation of **Jennifer Callander, Executive Director / CEO** (\$18,000) against **every comparable organization** that fit the selection criteria — **174** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **50th** percentile of comparable organizations within the typical range

Benchmarked executive: Jennifer Callander — reported title “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 (B25).
- BUDGET Total revenue between \$29,599 and \$66,268 — 0.67x to 1.50x the subject's \$44,179 (the band tightens as size grows).
- GEOGRAPHY Same NTEE major group (B), nationwide + budget 0.67–1.5x revenue.

174 organizations qualified on sector, size, and geography → **174** within the band from the benchmarked peer set.

Distribution of comparable compensation



\$2,833	\$8,411	\$18,120	\$44,470	\$105,600	\$18,000
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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 AZ 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
Haberman Educational Foundation Inc	TX	\$44,010	President	\$14,200	\$14,770	2024
Jakc Foundation	KS	\$43,884	Chief Executive Officer	\$14,942	\$16,785	2024
Rootedin Hope	MI	\$44,628	President	\$13,631	\$14,629	2024
Boston Center For Adult Education Inc	MA	\$43,672	President & Ceo	\$10,650	\$9,951	2024
Gamla College	NY	\$43,573	Sec./trea.	\$12,000	\$11,275	2024
Bandera Public Library	TX	\$43,538	Library Director	\$50,000	\$52,006	2024
California Association Of Winegrape	CA	\$43,379	Executive Di	\$18,609	\$16,708	2024
Philomath Foundation	CA	\$45,076	President	\$29,040	\$26,844	2023
Institute On Natl Social Inequities & Gaps In Health & Health T	MI	\$45,125	Treasurer	\$150	\$157	2025
Wisconsin State Telecommunications	WI	\$43,175	Treasurer, S	\$20,190	\$22,572	2023
Academy 3a Inc	NJ	\$45,296	President An	\$4,950	\$4,595	2024
Pine Cone Foundation	CA	\$45,312	President/cfo	\$50,000	\$44,893	2024
Forerunner Training Center Inc	MO	\$45,394	President & Board Chairman	\$1,500	\$1,652	2024
Coal Pit Ministry Inc	VA	\$42,839	Executive Director	\$48,972	\$49,167	2024
Forever International Inc	NC	\$45,550	President	\$5,100	\$5,642	2023
Sc Career Kids	SC	\$42,657	Founder	\$15,000	\$15,852	2025

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Cfi Robotics Nfp	IL	\$42,634	Executive Director	\$15,754	\$16,104	2024
Healing In America	CA	\$42,520	Executive Dir.	\$24,000	\$21,549	2024
Go Topeka Etlc Support Corporation	KS	\$45,915	President	\$34,884	\$40,343	2023
Printing Industry Assoc Of Ga	GA	\$45,988	Ex-officio	\$6,933	\$7,463	2023
Inspiring Services Inc	GA	\$46,023	Member	\$1,328	\$1,388	2024
The John Tramontano Jr Educational	PA	\$42,298	President/tr	\$14,222	\$14,747	2024
Network For Public Education Action Inc	NY	\$46,147	Executive Director	\$9,545	\$8,968	2024
Hudson City Schools Foundation Inc	OH	\$46,151	Executive Di	\$8,335	\$8,943	2025
Clean Slate E3 Inc	PA	\$46,304	President	\$45,261	\$46,932	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to AZ 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 AZ 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	174 organizations. Compensation range \$157–\$471,897; filing years 2022–2025.
SIZE BASIS	Matched on total revenue (\$44,179); for reference, expenses \$31,474 and assets \$1,723,093.
ROLE MATCH	Jennifer Callander, reported title " <i>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 56 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

OUTLIERS 19 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	50 th
Total compensation (D + F), as reported (no adjustments)	49 th
Reportable pay only (column D), adjusted	73 rd
All sources (D + E + F), adjusted	41 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 (Jennifer Callander) 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 10, 2026, comparing compensation against 174 similarly situated organizations (Same NTEE major group (B), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$18,000 is reasonable (approximately the 50th 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 10, 2026.