

Holmes Harbor Rod & Gun Club

Executive Director / CEO

EIN 916053418

WA · NTEE N50

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Pamela Kratzke, Executive Director / CEO** (\$76,485) against **every comparable organization** that fit the selection criteria — **87** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **89th** percentile of comparable organizations within the typical range

Benchmarked executive: Pamela Kratzke — 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 (N50).

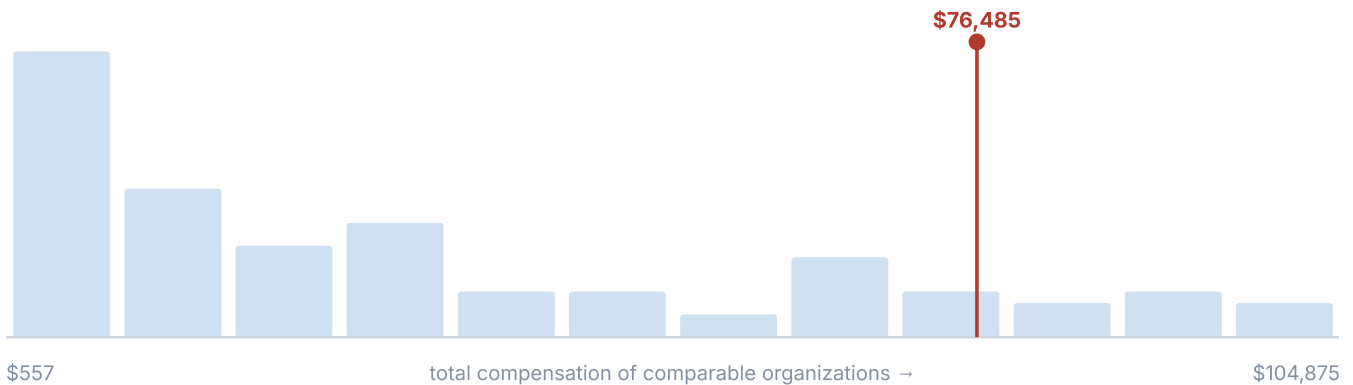
BUDGET Total revenue between \$269,527 and \$603,420 — 0.67x to 1.50x the subject's \$402,280 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (N50), nationwide + budget 0.67–1.5x revenue.

87 organizations qualified on sector, size, and geography

→ **87** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$2,737	\$7,066	\$24,466	\$53,609	\$79,683	\$76,485
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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 WA 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
Newport Social Order Of Owls Inc	PA	\$402,089	Officer	\$6,985	\$8,010	2023
Keys Of Arizona Inc	AZ	\$404,115	President	\$62,833	\$67,494	2024
La Jolla Volleyball Inc	CA	\$405,973	President	\$43,225	\$41,689	2024
Western Harnett Youth Recreation Association Inc	NC	\$413,272	Athletic Director	\$60,541	\$69,870	2024
Cascade Volleyball Club Of Seattle	WA	\$390,706	Executive Dir.	\$67,269	\$67,269	2024
Pedals For Progress	NJ	\$388,344	President	\$51,500	\$51,358	2024
Bloody Run Social Club	PA	\$424,611	Secretary/ Treasurer	\$49,995	\$54,251	2025
Petaluma Phoenix Center Inc	CA	\$425,390	Director/ Theater Manager	\$49,596	\$47,834	2024
Hill-top Athlectic Association	PA	\$427,687	Trustee	\$5,200	\$5,792	2024
Va Competition Hare Scramble Svc Inc	VA	\$375,309	President	\$11,546	\$12,130	2025
The Monkey Mutual Aid Society	OH	\$375,192	President	\$500	\$592	2024
South End Beneficial Association	PA	\$429,629	President	\$31,200	\$34,752	2024
St Petersburg Shuffleboard Club Inc	FL	\$431,767	Executive Director	\$67,089	\$72,474	2023
Le Club Alpin De Raquetteurs Inc	NH	\$432,349	President	\$4,800	\$5,097	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Empire Ranch Mens Golf Club	CA	\$367,060	President	\$2,000	\$1,929	2024
Kane Vets Home Association Inc	PA	\$366,159	1 Year Trustee	\$10,200	\$11,068	2025
Ohio Gun Owners	OH	\$363,859	Executive Director	\$72,000	\$87,693	2023
Shift Community Cycles	OR	\$362,333	Executive Dir.	\$49,600	\$52,967	2023
West End Fire Company No 3	PA	\$360,857	Trustee	\$3,604	\$4,014	2024
Mertztown Rod And Gun Club	PA	\$360,677	Steward	\$8,717	\$9,709	2024
Clarion County Rod & Gun Club	PA	\$358,511	Treasurer/se	\$8,631	\$9,898	2023
Center For Sex Positive Culture	WA	\$357,806	Bookkeeper	\$14,255	\$14,255	2024
Mt Pleasant Fire Co Social Quarters	PA	\$356,673	President	\$5,200	\$5,792	2024
Star Track Cycling Inc	NY	\$448,794	Co-director	\$34,833	\$35,157	2024
North End Boat Club	MA	\$448,969	President	\$5,000	\$5,167	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to WA 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 WA 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 **87** organizations. Compensation range \$557–\$104,875; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$402,280); for reference, expenses \$472,814 and assets \$754,673.

ROLE MATCH Pamela Kratzke, reported title "*DIRECTOR*", 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.

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

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	89 th
Total compensation (D + F), as reported (no adjustments)	91 st
Reportable pay only (column D), adjusted	89 th
All sources (D + E + F), adjusted	89 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 Kratzke) 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 87 similarly situated organizations (Same NTEE sector (N50), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$76,485 is reasonable (approximately the 89th 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.