

Sharks Pacific

Executive Director / CEO

This analysis benchmarks the total compensation of **Jessica Cramp, Executive Director / CEO** (\$67,148) against **every comparable organization** that fit the selection criteria — **15** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **73rd** percentile of comparable organizations within the typical range

How comparable organizations were selected

SECTOR Organizations sharing the subject's NTEE classification (D34).

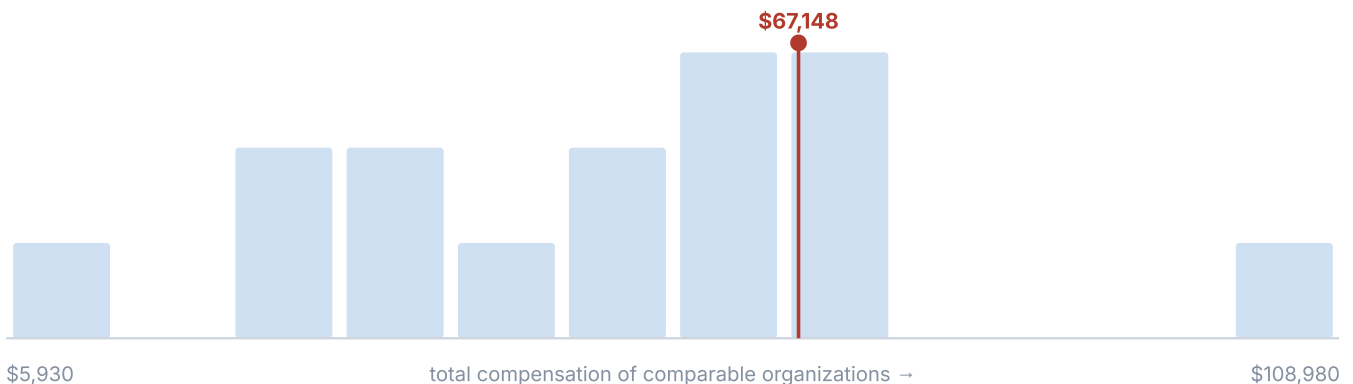
BUDGET Total revenue between \$216,225 and \$484,087 — 0.67x to 1.50x the subject's \$322,725 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (D34), nationwide + budget 0.67–1.5x revenue.

15 organizations qualified on sector, size, and geography

→ **15** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$25,963	\$34,895	\$54,600	\$65,442	\$72,803	\$67,148
10TH	25TH	MEDIAN	75TH	90TH	THIS ORG · 73RD



■ Comparable organizations

P50
P75
P90

\$25,963
\$34,895
\$54,600
\$65,442
\$72,803

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 CA cost of living (BEA RPP, 2023) and to its filing year (CPI-U); the reported amount is on each linked 990.

ORGANIZATION	STATE	TOTAL REVENUE	TOTAL COMP	SOURCE
Wild Wings Inc	NY	\$320,133	\$51,778	990
Gentle Giants	CA	\$319,643	\$29,139	990
Wildwoods	MN	\$314,229	\$54,600	990
Tamarack Wildlife Center	PA	\$289,018	\$59,226	990
Tiger Preservation Center Nevada	OR	\$237,542	\$34,415	990
Critter Encounters	CA	\$230,370	\$23,846	990
Aark Wildlife Rehabilitation And Educati	PA	\$417,859	\$72,999	990
Animal Nation Inc	NY	\$420,470	\$5,930	990
Primate Rescue Center	KY	\$420,752	\$72,508	990
Woodlands Wildlife Refuge Inc	NJ	\$437,114	\$68,207	990
Wildlife Center Of The North Coast	OR	\$450,780	\$62,676	990
Idaho Reptile Zoo Inc	ID	\$455,171	\$58,660	990
Emerald Coast Wildlife Refuge Inc	FL	\$456,869	\$46,998	990
Wildlife Sanctuary Of Northwest	FL	\$457,165	\$35,374	990
Teller Wildlife Refuge Inc	MT	\$474,608	\$108,980	990

■ 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 CA 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	15 organizations. Compensation range \$5,930–\$108,980; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$322,725); for reference, expenses \$169,673 and assets \$325,001. Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.
ROLE MATCH	Jessica Cramp, reported title "CEO", benchmarked as Executive Director / CEO. The title maps directly to this 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	73 rd
Total compensation (D + F), as reported (no adjustments)	87 th
Reportable pay only (column D), adjusted	73 rd
All sources (D + E + F), adjusted	73 rd

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 (Jessica Cramp) 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 15 similarly situated organizations (Same NTEE sector (D34), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$67,148 is reasonable (approximately the 73rd percentile of comparable organizations) and documented the basis for this determination concurrently, on [date], by a vote of [__ for / __ against].