

Finding Shelter Inc

Executive Director / CEO

EIN 264565984

PA · NTEE D20

FY ending 2023-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Grace Kelly Herbert, Executive Director / CEO** (\$17,680) against **every comparable organization** that fit the selection criteria — **125** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **34th** percentile of comparable organizations within the typical range

Benchmarked executive: Grace Kelly Herbert — reported title "President", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (D20).
BUDGET	Total revenue between \$94,614 and \$211,822 — 0.67x to 1.50x the subject's \$141,215 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (D20), nationwide + budget 0.67–1.5x revenue.

125 organizations qualified on sector, size, and geography → **125** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$5,103	\$10,436	\$26,246	\$40,795	\$59,999	\$17,680
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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 PA 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
Southport Oak Island Animal Rescue	NC	\$141,617	Manager	\$33,943	\$35,169	2023
Ark Incorporated	AL	\$143,433	Executive Director	\$6,202	\$6,719	2023
Last Chance For Arkansas Animals	AR	\$138,931	Executive Director	\$3,400	\$3,832	2023
Owl Moon Raptor Center Inc	MD	\$138,761	Officer	\$33,600	\$30,596	2024
Borderland Humane Society	MN	\$138,141	Facility Man	\$7,353	\$7,077	2024
Creative Acres Inc	CO	\$138,016	President	\$3,800	\$3,549	2024
Haines Animal Rescue Kennel	AK	\$145,281	Executive Director	\$44,710	\$42,864	2023
Medina Raptor Center	OH	\$136,782	Exec Directo	\$35,513	\$36,636	2024
Kentucky Lab Rescue Inc	KY	\$136,780	President	\$5,400	\$5,818	2023
Alley Animals Inc	MD	\$136,481	President	\$17,225	\$16,810	2022
Rowena Wildlife Clinic	OR	\$136,292	President/secretary	\$6,260	\$5,830	2023
Wolf Paws Inc	TN	\$147,379	President / Director	\$45,000	\$47,432	2023
Crawford County Humane Society	IL	\$134,467	President	\$30,380	\$29,090	2024
Because Animals Matter	UT	\$134,071	Adoption Man	\$27,301	\$28,019	2023
Therapy Dogs Of Santa Barbara Inc	CA	\$133,863	—	\$39,897	\$33,555	2024
Humane Society Of Moab Valley	UT	\$133,487	Executive Di	\$58,044	\$57,863	2024
Divine Canines	TX	\$133,127	Executive Director	\$62,877	\$61,261	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Rescued Pets Are Wonderful	MN	\$149,734	Director/president	\$36,660	\$35,282	2024
Animal Victory Disaster & Abuse Fund	NC	\$132,488	Executive Director	\$9,280	\$9,340	2024
Animal Rescue Front Inc	MA	\$131,104	Executive Director	\$58,600	\$52,805	2023
League For Animal Protection Inc	VA	\$152,059	Executive Director/cfo	\$66,152	\$64,050	2023
The Centralia Humane Society	IL	\$129,532	Secretary	\$26,071	\$24,321	2025
Hibbing Animal Shelter Aka Precious Paws Humane Society	MN	\$128,881	Shelter Manager	\$18,120	\$17,439	2024
Nevada County Pets In Need	CA	\$153,566	Director	\$36,885	\$31,022	2024
Dawgs Fight Back Inc	NH	\$126,901	President / Treasurer / Se	\$19,000	\$17,088	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to PA cost of living and 2023 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 PA 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	125 organizations. Compensation range \$1,461–\$562,980; filing years 2022–2025.
SIZE BASIS	Matched on total revenue (\$141,215); for reference, expenses \$160,864 and assets \$142,366.
ROLE MATCH	Grace Kelly Herbert, reported title <i>"President"</i> , benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	1 peer report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

OUTLIERS 3 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	34 th
Total compensation (D + F), as reported (no adjustments)	32 nd
Reportable pay only (column D), adjusted	34 th
All sources (D + E + F), adjusted	34 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 (Grace Kelly Herbert) 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 125 similarly situated organizations (Same NTEE sector (D20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$17,680 is reasonable (approximately the 34th 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.