

Center For Animal Protection And Education

Executive Director / CEO

EIN 770368527
 CA · NTEE D200
 FY ending 2024-12-31
 June 9, 2026

This analysis benchmarks the total compensation of **Zoe Novic, Executive Director / CEO** (\$12,115) against **every comparable organization** that fit the selection criteria — **42** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **12th** percentile of comparable organizations below the typical range for comparable organizations

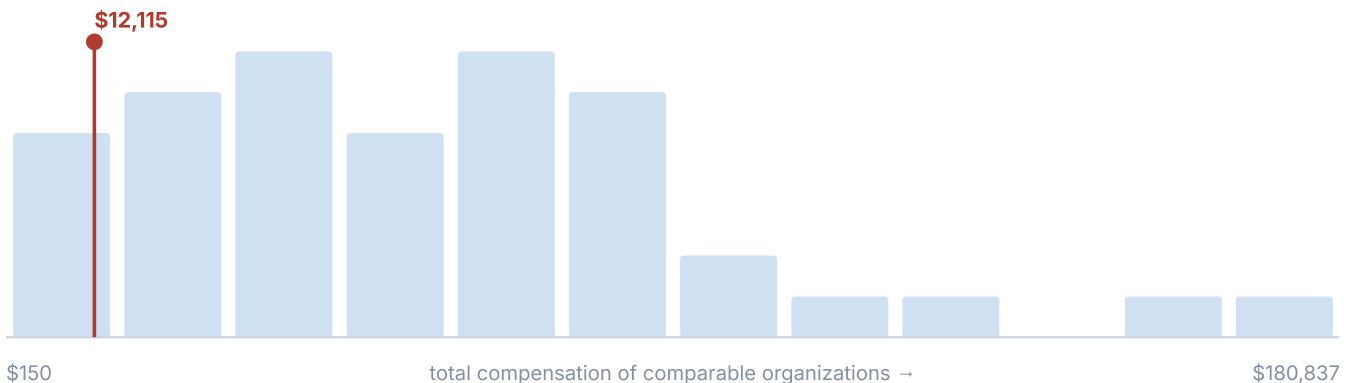
Benchmarked executive: Zoe Novic — reported title "OFFICER", selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (D200).
BUDGET	Total revenue between \$287,196 and \$642,978 — 0.67x to 1.50x the subject's \$428,652 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (D20) + CA + budget 0.67–1.5x revenue.

42 organizations qualified on sector, size, and geography → **42** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$11,341	\$30,135	\$55,706	\$79,256	\$102,050	\$12,115
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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 CA 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
Rangeland Wild	CA	\$430,576	President	\$32,233	\$32,233	2024
Horses Of Tir Na Nog	CA	\$432,472	Administrator	\$33,280	\$34,263	2023
Forpaws Spay & Neuter Clinic	CA	\$433,838	Ceo	\$39,820	\$39,820	2024
Animal Rescue Mission	CA	\$442,945	President	\$87,600	\$90,187	2023
Strength Of Shadow Dog Rescue Inc	CA	\$447,518	Ceo	\$10,803	\$10,803	2024
Karma Rescue	CA	\$464,824	Executive Director	\$87,166	\$89,741	2023
Wee Companions	CA	\$391,299	President	\$71,438	\$71,438	2024
Rory To The Rescue Inc	CA	\$387,425	Ceo	\$60,751	\$60,751	2024
Companion Animal Protection Society	CA	\$471,804	President And Chair	\$52,176	\$52,176	2024
Foxy And The Hounds	CA	\$384,779	President	\$102,500	\$102,500	2024
All About Equine Animal Rescue Inc	CA	\$473,172	President	\$18,000	\$18,532	2023
Free Animal Doctor Inc	CA	\$379,157	President	\$24,000	\$24,709	2023
Primates Peru	CA	\$485,879	Executive Director	\$128,154	\$128,154	2024
Foster Army Animal Rescue	CA	\$490,035	Director	\$30,820	\$30,820	2024
Sequoia Humane Society	CA	\$491,278	Executive Director	\$34,484	\$34,484	2024
Cat Lounge Rescue And Adoption Center	CA	\$493,501	Executive Director - Intake Manager	\$105,700	\$105,700	2024
Dogs On Deployment	CA	\$359,911	President, Ceo	\$59,236	\$59,236	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
The Forgotten Dog Foundation	CA	\$502,388	Executive Director	\$49,750	\$51,219	2023
Bettertogether Forever	CA	\$353,316	Executive Director	\$79,792	\$82,149	2023
Fosters & Paws	CA	\$348,916	Pres/exec Di	\$60,000	\$60,000	2024
Animal Friends Connection Humane	CA	\$344,128	Director	\$51,224	\$51,224	2024
Dogs For Diabetics	CA	\$514,022	Corp Pres/found	\$20,355	\$20,956	2023
Free Flight	CA	\$337,862	Executive Dir.	\$25,184	\$25,184	2024
Sante Dor Foundation	CA	\$529,122	Director Of Animal Services	\$70,875	\$69,048	2025
Pet Assistance Foundation	CA	\$323,505	Director	\$16,187	\$16,187	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CA 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 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	42 organizations. Compensation range \$150–\$180,837; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$428,652); for reference, expenses \$304,856 and assets \$1,750,221.
ROLE MATCH	Zoe Novic, reported title " <i>OFFICER</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.
OUTLIERS	2 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	12 th
Total compensation (D + F), as reported (no adjustments)	12 th
Reportable pay only (column D), adjusted	14 th
All sources (D + E + F), adjusted	12 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 (Zoe Novic) 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 42 similarly situated organizations (Same NTEE sector (D20) + CA + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$12,115 is reasonable (approximately the 12th 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.