

Arizona Mule Deer

Executive Director / CEO

EIN 824346950

AZ · NTEE D31

FY ending 2023-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Terry Herndon, Executive Director / CEO** (\$67,310) against **every comparable organization** that fit the selection criteria — **101** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **94th** percentile of comparable organizations above the 90th percentile — board review recommended

Benchmarked executive: Terry Herndon — reported title “CEO FIELD DIRECTOR”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR Organizations sharing the subject's NTEE classification (D31).

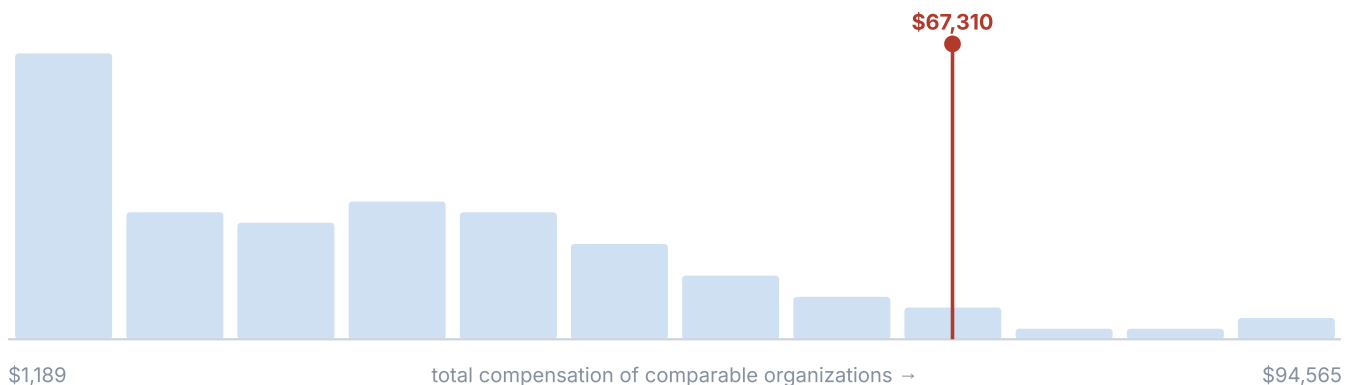
BUDGET Total revenue between \$67,507 and \$151,137 — 0.67x to 1.50x the subject's \$100,758 (the band tightens as size grows).

GEOGRAPHY Same NTEE major group (D), nationwide + budget 0.67–1.5x revenue.

101 organizations qualified on sector, size, and geography

→ **101** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$3,974	\$8,716	\$25,219	\$40,556	\$56,006	\$67,310
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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
Puddy Tat Protectors Inc	TN	\$101,133	President	\$48,100	\$51,064	2024
K9line Inc	FL	\$100,283	Ceo/member	\$48,750	\$46,253	2024
Arm Sanctuary Inc	FL	\$101,520	Vice Preside	\$13,200	\$12,894	2023
Dogs In Danger Rescue Inc	NY	\$99,837	President	\$5,200	\$4,746	2024
National Turkey Federation Foundation	DC	\$101,768	President	\$80,466	\$71,315	2024
Dekati Giving	CO	\$101,966	President	\$40,000	\$38,737	2024
Feline Rescue Network	CO	\$99,540	Secretary	\$6,901	\$6,683	2024
Sylvan Lake Improvement Assoc	IN	\$99,336	President	\$8,000	\$8,772	2023
Sunrise Service Dogs Inc	CO	\$102,293	Executive Director	\$61,045	\$60,864	2023
Valley Shore Animal Welfare League	CT	\$103,295	Treasurer	\$3,044	\$2,968	2023
Country Roads Animal Rescue Society	OK	\$103,547	Founder	\$5,000	\$5,561	2024
Francis Halbrook Hensley Animal Shelter	TN	\$103,574	Shelter Director	\$25,635	\$27,215	2024
Pet Rescue Pilots	CA	\$105,089	Executive Director	\$36,000	\$32,323	2023
Social Compassion In Legislation	CA	\$96,306	Cfo	\$103,200	\$90,001	2024
Jessica's Haven And Rescue	CA	\$95,823	Secretary/coo/director	\$51,840	\$45,210	2024
On Call Community Rescue For Animals	OR	\$105,734	President	\$42,000	\$40,556	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Leaders For Ethics Animals & The	CA	\$106,134	Secretary &	\$100,000	\$84,963	2025
Animal Placement Agency Of The Windsors	NJ	\$94,525	Manager	\$27,484	\$25,515	2023
Lions Tigers & Bears Inc	FL	\$106,991	President	\$14,400	\$14,066	2023
Stanwood Wildlife Sanctuary	ME	\$107,700	Executive Director	\$38,000	\$38,430	2024
Reid Park Zoo Foundation	AZ	\$93,430	Coo	\$25,715	\$25,715	2023
Baby Kitten Rescue	CA	\$108,397	Director, Ce	\$12,000	\$10,466	2024
Paws For Life Inc	MD	\$92,903	Secretary/treasurer	\$9,150	\$8,639	2024
Harry A Biszantz Memorial Center	CA	\$108,711	President	\$30,000	\$26,163	2024
Chance Shelter	AZ	\$108,815	President &	\$10,800	\$10,490	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 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 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	101 organizations. Compensation range \$1,189–\$94,565; filing years 2022–2025.
SIZE BASIS	Matched on total revenue (\$100,758); for reference, expenses \$117,806 and assets \$48,312.
ROLE MATCH	Terry Herndon, reported title " <i>CEO FIELD DIRECTOR</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	7 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

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	94 th
Total compensation (D + F), as reported (no adjustments)	95 th
Reportable pay only (column D), adjusted	95 th
All sources (D + E + F), adjusted	90 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 (Terry Herndon) 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 101 similarly situated organizations (Same NTEE major group (D), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$67,310 is reasonable (approximately the 94th 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.