

Phx Cat Cafe

Executive Director / CEO

This analysis benchmarks the total compensation of **Carrie Schwartz, Executive Director / CEO** (\$35,772) against **every comparable organization** that fit the selection criteria — **626** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **32nd** percentile of comparable organizations within the typical range

Benchmarked executive: Carrie Schwartz — reported title “CEO”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (D01).
BUDGET	Total revenue between \$320,701 and \$717,988 — 0.67x to 1.50x the subject's \$478,659 (the band tightens as size grows).
GEOGRAPHY	Same NTEE major group (D), nationwide + budget 0.67–1.5x revenue.

626 organizations qualified on sector, size, and geography → **626** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$12,902	\$29,211	\$50,485	\$69,862	\$89,154	\$35,772
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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
Save A Life Pet Rescue Inc	FL	\$478,316	President	\$28,800	\$28,132	2024
The Humane Society Of East Texas	TX	\$479,258	Executive Di	\$1,500	\$1,560	2024
The Rescue Village Foundation	OH	\$478,016	Executive Director	\$9,385	\$10,641	2023
The Santa Barbara Bird Sanctuary	CA	\$478,007	Treasurer	\$36,000	\$33,278	2023
Denkai Animal Sanctuary	CO	\$480,162	President	\$34,747	\$35,667	2023
Camp Companion Inc	MN	\$477,029	Executive Dir.	\$53,669	\$56,770	2023
Seacrest Wolf Preserve	FL	\$476,665	President	\$62,400	\$60,953	2024
Almost Home Animal Rescue League	MI	\$476,413	President	\$55,900	\$61,767	2023
Progressive Animal Welfare Society	OH	\$481,137	Op. Man. Non	\$28,288	\$31,154	2024
Horses And Humans	OH	\$481,640	Executive Di	\$87,500	\$96,364	2024
Sunny Skys Animal Rescue And Hospital	WA	\$475,506	President	\$27,942	\$26,012	2024
Native Animal Rescue	CA	\$475,420	Executive Dir.	\$60,000	\$55,463	2023
Animal Refuge Foundation	TX	\$475,195	Secretary	\$37,520	\$39,025	2024
Teller Wildlife Refuge Inc	MT	\$474,608	Executive Director (Former)	\$87,300	\$100,740	2023
Mustang Heritage Foundation	TN	\$483,027	Interim Executive Director	\$88,747	\$96,998	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Lukuru Wildlife Research Foundation	OH	\$483,545	President	\$60,000	\$66,078	2024
Legal Impact For Chickens	CA	\$473,745	President Executive Director	\$72,493	\$67,012	2023
Friends Of Butler County Animals Inc	KY	\$473,638	Exective Director	\$35,527	\$39,688	2024
All About Equine Animal Rescue Inc	CA	\$473,172	President	\$18,000	\$16,639	2023
Blue Ocean Society For	NH	\$484,162	Executive Director	\$78,096	\$74,981	2024
Marion County Humane Society	WV	\$484,308	Shelter Director	\$38,547	\$42,278	2025
The Ferndale Cat Shelter	MI	\$484,446	Executive Di	\$48,836	\$52,413	2024
Macoupin County Adopt A Pet	IL	\$472,529	Vp & Executive Director	\$23,400	\$23,921	2024
Martha's Vineyard Shellfish Group Inc	MA	\$484,958	Director	\$91,367	\$87,893	2023
Minnesota-wisconsin Chapter Foundation	MN	\$484,981	Executive Director	\$60,000	\$63,467	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to AZ 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 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 **626** organizations. Compensation range \$135–\$362,187; filing years 2021–2025.

SIZE BASIS	Matched on total revenue (\$478,659); for reference, expenses \$436,296 and assets \$62,476.
ROLE MATCH	Carrie Schwartz, reported title "CEO", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	21 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	17 peers fall outside 1.5x 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	32 nd
Total compensation (D + F), as reported (no adjustments)	32 nd
Reportable pay only (column D), adjusted	33 rd
All sources (D + E + F), adjusted	29 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 (Carrie Schwartz) 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 13, 2026, comparing compensation against 626 similarly situated organizations (Same NTEE major group (D), nationwide + budget 0.67–1.5x revenue).
3. The authorized body determined that total compensation of \$35,772 is reasonable (approximately the 32nd 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 13, 2026.