

# Progressive Animal Welfare Society

Executive Director / CEO

EIN 910952064  
 WA · NTEE D200  
 FY ending 2023-06-30  
 June 9, 2026

This analysis benchmarks the total compensation of **Diana George, Executive Director / CEO** (\$18,250) against **every comparable organization** that fit the selection criteria — **17** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

**Compensation sits at approximately the 0<sup>th</sup> percentile of comparable organizations**

below the typical range for comparable organizations

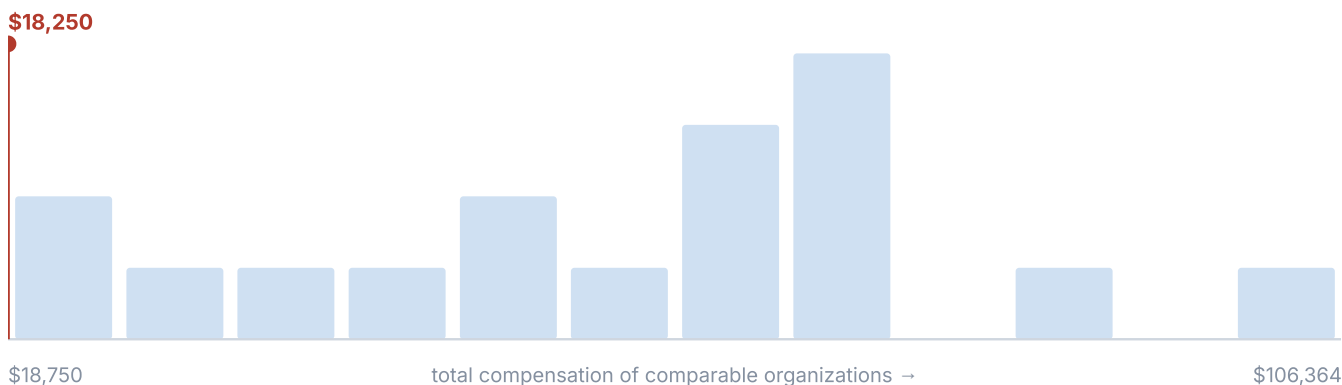
**Benchmarked executive:** Diana George — reported title “EXECUTIVE DIRECTOR”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (D200).
BUDGET	Total revenue between \$306,100 and \$685,300 — 0.67x to 1.50x the subject's \$456,867 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (D20) + WA + budget 0.67–1.5x revenue.

**17** organizations qualified on sector, size, and geography → **17** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$25,549	\$44,277	\$62,914	\$70,906	\$79,763	\$18,250
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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 WA 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
<a href="#">Brigadoon Service Dogs</a>	WA	\$442,845	Executive Director	\$55,363	<b>\$55,363</b>	2023
<a href="#">Sunny Skys Animal Rescue And Hospital</a>	WA	\$475,506	President	\$27,942	<b>\$27,140</b>	2024
<a href="#">Seattle Animal Shelter Foundation</a>	WA	\$407,890	Director Of Development	\$106,364	<b>\$106,364</b>	2023
<a href="#">Church Of Pug</a>	WA	\$512,431	Vice Chair	\$37,000	<b>\$35,938</b>	2024
<a href="#">Kitten Rescue Of Mason County</a>	WA	\$396,894	Executive Director	\$23,847	<b>\$23,163</b>	2024
<a href="#">Heartwood Haven</a>	WA	\$517,763	Executive Director	\$62,914	<b>\$62,914</b>	2023
<a href="#">Sammamish Animal Sanctuary</a>	WA	\$530,685	Barn Mgr	\$73,000	<b>\$70,906</b>	2024
<a href="#">Raven Rock Ranch</a>	WA	\$550,048	Mho	\$77,667	<b>\$75,439</b>	2024
<a href="#">South Pacific County Humane Society</a>	WA	\$352,781	Shelter Manager	\$48,192	<b>\$48,192</b>	2023
<a href="#">Forgotten Dogs Rescue</a>	WA	\$561,813	President	\$18,750	<b>\$18,750</b>	2023
<a href="#">Down The Stretch Ranch</a>	WA	\$338,727	Executive Director	\$72,573	<b>\$72,573</b>	2023
<a href="#">Orcas Animal Protection Society</a>	WA	\$327,485	Executive Director	\$72,335	<b>\$70,260</b>	2024
<a href="#">Thurston County Humane Society</a>	WA	\$318,563	Executive Director	\$68,863	<b>\$66,887</b>	2024
<a href="#">Saving Great Animals</a>	WA	\$599,752	Director	\$86,250	<b>\$86,250</b>	2023
<a href="#">Cats Meow</a>	WA	\$307,110	Executive Director	\$66,184	<b>\$66,184</b>	2023
<a href="#">Dog Gone Seattle</a>	WA	\$639,140	Executive Dir.	\$54,583	<b>\$54,583</b>	2023
<a href="#">Welfare For Animals Guild</a>	WA	\$682,537	President	\$45,585	<b>\$44,277</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to WA cost of living and 2023 dollars. Click any organization to verify the figure on ProPublica.

## ■ Methodology

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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 WA 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](https://peerbasis.org/methodology).

## ■ Sample, role match & sensitivity

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**PEER COUNT** 17 organizations. Compensation range \$18,750–\$106,364; filing years 2023–2024.

**SIZE BASIS** Matched on total revenue (\$456,867); for reference, expenses \$436,192 and assets \$1,799,682.

**ROLE MATCH** Diana George, reported title "*EXECUTIVE DIRECTOR*", 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	0 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	0 <sup>th</sup>
Reportable pay only (column D), adjusted	0 <sup>th</sup>
All sources (D + E + F), adjusted	0 <sup>th</sup>

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

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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 (Diana George) 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 17 similarly situated organizations (Same NTEE sector (D20) + WA + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$18,250 is reasonable (approximately the 0<sup>th</sup> percentile of comparable organizations) and documented the basis for this determination concurrently, on [date] , by a vote of [\_\_ for / \_\_ against] .

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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.