

Mozart Productions Inc

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Debra Lawrence, Executive Director / CEO** (\$20,400) against **every comparable organization** that fit the selection criteria — **155** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **14th** percentile of comparable organizations below the typical range for comparable organizations

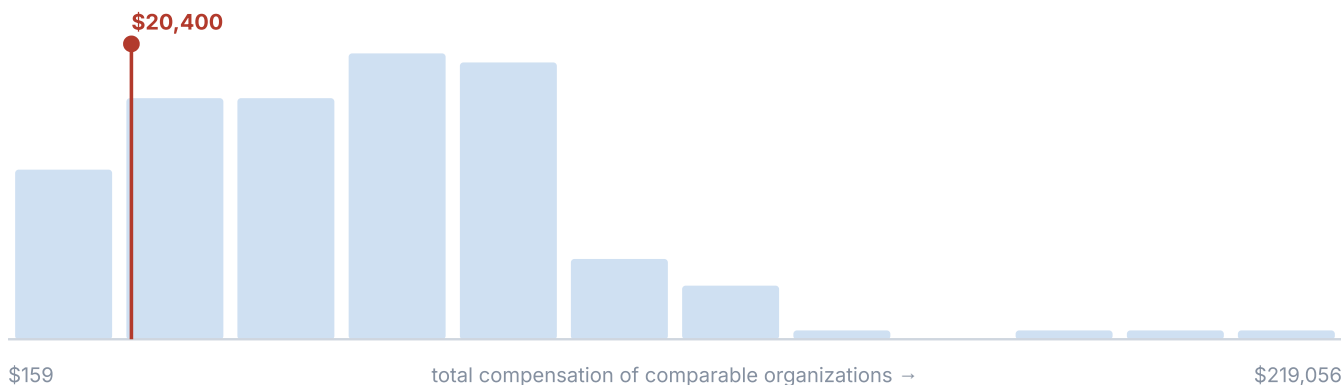
Benchmarked executive: Debra Lawrence — reported title “PresidentCEO”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (A25).
BUDGET	Total revenue between \$237,037 and \$530,680 — 0.67x to 1.50x the subject's \$353,787 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (A25), nationwide + budget 0.67–1.5x revenue.

155 organizations qualified on sector, size, and geography → **155** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$12,308	\$32,586	\$58,213	\$77,644	\$93,164	\$20,400
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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
Community Rejuvenation Project Inc	CA	\$355,178	President & Ceo	\$70,460	\$65,132	2023
Thru Guidance Ministries Inc	CA	\$355,744	Executive Director	\$139,571	\$125,316	2024
Fine Art Miracles Inc	PA	\$350,924	President	\$77,420	\$80,279	2024
The Music Education Initiative	AR	\$350,517	Founder	\$96,195	\$115,752	2023
The Art Experience Inc	MI	\$358,089	Executive Director	\$46,165	\$49,547	2024
Tizmore Inc	MA	\$361,017	President	\$2,000	\$1,869	2024
California State Band Championships	CA	\$361,770	President	\$6,000	\$5,248	2025
Coupeville Arts Center	WA	\$344,715	Executive Director	\$55,170	\$52,877	2023
Storyark	MN	\$363,947	Executive Di	\$70,000	\$71,921	2024
Hogfish Maine	ME	\$340,928	Executive Director	\$3,570	\$3,717	2024
Nw Film Camp	CA	\$340,757	President	\$9,562	\$8,585	2024
Spark Arts Ignite Learning	MT	\$367,110	Executive Director	\$66,917	\$75,003	2024
Salt Lake Music School Foundation	UT	\$339,397	Executive D	\$4,089	\$4,352	2024
The Arts Center At Fountain Park	SC	\$369,447	Executive Director	\$117,400	\$127,351	2024
Inclusive Arts Vermont Inc	VT	\$337,905	Executive Di	\$74,200	\$75,654	2025
Indiana Glass Arts Alliance Inc	IN	\$370,261	Executive Di	\$77,948	\$85,472	2024
Lovewell Institute For The Creative Arts Inc	FL	\$336,134	Employee	\$63,000	\$63,357	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Art House San Clemente	CA	\$373,922	Executive Director	\$79,995	\$73,947	2023
Foluke Cultural Arts Center Inc	OH	\$375,344	Executive Director	\$41,250	\$46,770	2023
Iowa Art Works Inc	IA	\$375,444	Executive Director	\$69,487	\$79,112	2024
Arts On Alexander	TX	\$376,034	Exec & Artistic Director	\$20,000	\$20,266	2025
Celebration Barn Theater	ME	\$330,876	Executive Artistic Director	\$62,000	\$66,460	2023
Arts In Schools Collaborative	PA	\$329,237	President	\$13,842	\$14,777	2023
Arts In Reach-encouraging Growth	NH	\$328,246	Executive Di	\$39,437	\$37,864	2024
Signal Return Inc	MI	\$327,321	Artistic Director	\$72,422	\$77,727	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 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	155 organizations. Compensation range \$159–\$219,056; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$353,787); for reference, expenses \$338,648 and assets \$141,507.
ROLE MATCH	Debra Lawrence, reported title " <i>PresidentCEO</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	3 peers 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	14 th
Total compensation (D + F), as reported (no adjustments)	14 th
Reportable pay only (column D), adjusted	15 th
All sources (D + E + F), adjusted	13 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 (Debra Lawrence) 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 155 similarly situated organizations (Same NTEE sector (A25), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$20,400 is reasonable (approximately the 14th 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.