

# Citizens For The Arts In Pennsylvania

Executive Director / CEO

EIN 232388419  
 PA · NTEE A91Z  
 FY ending 2024-09-30  
 June 9, 2026

This analysis benchmarks the total compensation of **Pamela Snyder Ethers, Executive Director / CEO** (\$26,833) against **every comparable organization** that fit the selection criteria — **13** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **77<sup>th</sup>** percentile of comparable organizations within the typical range

**Benchmarked executive:** Pamela Snyder Ethers — reported title “EXECUTIVE DIRECTOR (UNTIL 11/2023)”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (A91Z).
BUDGET	Total revenue between \$5,528 and \$12,378 — 0.67x to 1.50x the subject's \$8,252 (the band tightens as size grows).
GEOGRAPHY	Same NTEE major group (A), nationwide + budget 0.67–1.5x revenue.

**13** organizations qualified on sector, size, and geography → **13** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$1,346	\$3,201	\$7,855	\$16,538	\$54,845	\$26,833
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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 PA 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="#">Arts Unity Movement</a>	CA	\$8,248	Chairman	\$19,408	<b>\$16,372</b>	2025
<a href="#">Busy Brains Childrens Museum</a>	IL	\$8,287	Executive Director	\$4,736	<b>\$4,669</b>	2024
<a href="#">Dunya Inc</a>	MA	\$8,381	President	\$855	<b>\$793</b>	2023
<a href="#">1615 The Gc Media Project</a>	CO	\$8,925	President	\$15,000	<b>\$14,423</b>	2024
<a href="#">Athenaeum Theatre Productions</a>	IL	\$9,339	General Mgr	\$60,974	<b>\$58,561</b>	2025
<a href="#">Inspire The Fire Inc</a>	NC	\$7,150	Ceo	\$3,000	<b>\$3,201</b>	2023
<a href="#">Elc Development</a>	WA	\$10,000	Chief Executive Officer	\$18,421	<b>\$16,538</b>	2024
<a href="#">National Purple Heart Honor</a>	NY	\$10,379	Executive Di	\$60,000	<b>\$54,368</b>	2024
<a href="#">Api Arts &amp; Outreach Inc</a>	NY	\$6,000	President	\$1,624	<b>\$1,472</b>	2024
<a href="#">City Dance Inc</a>	TX	\$10,992	Director	\$5,000	<b>\$5,015</b>	2024
<a href="#">University Of North Carolina School Of</a>	NC	\$11,604	President	\$53,047	<b>\$54,964</b>	2024
<a href="#">Perpetuo Films</a>	VA	\$11,679	Treasurer/director	\$1,319	<b>\$1,315</b>	2023
<a href="#">New Sounds Music Incorporated</a>	PA	\$11,957	Executive Director	\$7,855	<b>\$7,855</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to PA 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 PA 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

PEER COUNT	13 organizations — <b>below 15; treat the percentiles as indicative, not precise.</b> Compensation range \$793–\$58,561; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$8,252); for reference, expenses \$28,093 and assets \$18,295. <b>Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.</b>
ROLE MATCH	Pamela Snyder Eters, reported title " <i>EXECUTIVE DIRECTOR (UNTIL 11/2023)</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	77 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	77 <sup>th</sup>
Reportable pay only (column D), adjusted	85 <sup>th</sup>
All sources (D + E + F), adjusted	62 <sup>nd</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

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 (Pamela Snyder Ethers) 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 13 similarly situated organizations (Same NTEE major group (A), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$26,833 is reasonable (approximately the 77<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.