

The Muses Inc

Executive Director / CEO

This analysis benchmarks the total compensation of **Deleen Davidson, Executive Director / CEO** (\$65,000) against **every comparable organization** that fit the selection criteria — **314** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **75th** percentile of comparable organizations within the typical range

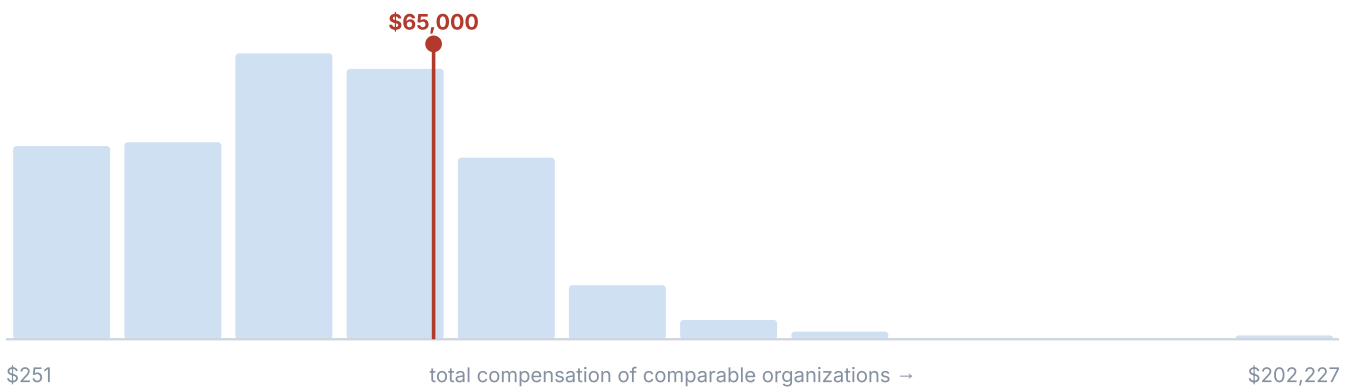
Benchmarked executive: Deleen Davidson — reported title “President”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (A20).
BUDGET	Total revenue between \$257,145 and \$575,698 — 0.67x to 1.50x the subject's \$383,799 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (A20), nationwide + budget 0.67–1.5x revenue.

314 organizations qualified on sector, size, and geography → **314** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$10,223	\$29,825	\$47,294	\$64,521	\$78,761	\$65,000
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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 AR 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
Father Matters Inc	AZ	\$381,907	President/ceo	\$62,770	\$53,705	2024
Tx Bicycle Coalition Education Fund	TX	\$381,303	Executive Director	\$7,913	\$7,042	2024
Ugly Duckling Presse Ltd	NY	\$381,176	Press Manager	\$58,125	\$46,727	2024
Festival In The Park	NC	\$386,591	Executive Di	\$88,379	\$81,241	2024
Documentary Arts Inc	TX	\$387,152	Pres/treasurer	\$100,000	\$88,992	2024
Statement Arts Inc	NY	\$379,950	Secretary	\$60,818	\$48,892	2024
The Wonderseed Foundation	CA	\$379,075	Executive Direc	\$59,725	\$47,236	2023
Kulture Klub Collaborative	MN	\$388,636	Executive Director	\$20,572	\$18,084	2024
Glen Arbor Arts Center	MI	\$389,371	Executive Director	\$71,434	\$65,595	2024
Santa Barbara Arts Collaborative Inc	CA	\$375,574	Executive Dir.	\$92,700	\$71,213	2024
Bell Arts Factory	CA	\$392,272	Executive Director	\$62,972	\$49,804	2023
Artistic Freedom Initiative Inc	NY	\$393,958	Co-executive Director & Secretary	\$157,338	\$126,485	2024
Hawthorne Arts Collaborative	ME	\$373,179	Executive Dir.	\$60,000	\$53,450	2024
Millburn Institute Of Talent	NJ	\$373,033	Principal	\$7,510	\$5,811	2025
Arts Council Of Lake Oswego	OR	\$371,294	Executive Director	\$97,734	\$80,745	2024
Danzantes Unidos De California	CA	\$369,632	Executive Director	\$50,000	\$37,420	2025

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Handmade Arcade	PA	\$369,502	Executive Director	\$64,500	\$57,223	2024
Beta-local Inc	PR	\$369,234	Co-director	\$30,000	\$30,886	2023
Stecoah Valley Arts Crafts &	NC	\$369,110	Executive Di	\$47,020	\$42,108	2025
Diaspora Arts Connection Inc	CA	\$368,688	Executive Dir.	\$6,310	\$4,847	2024
We Players	CA	\$368,436	Artistic Director	\$55,000	\$42,251	2024
Coming Together Festival Of Dance &	NY	\$399,596	Executive Director	\$25,064	\$20,744	2023
Hui Hoolana	HI	\$399,678	President/treas	\$42,324	\$33,711	2024
Sage Studio & Gallery	TX	\$367,809	President	\$65,292	\$59,821	2023
French American Museum Exchange Inc	CT	\$402,616	Exec Directo	\$102,183	\$85,235	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to AR 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 AR 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 314 organizations. Compensation range \$251–\$202,227; filing years 2021–2025.

SIZE BASIS Matched on total revenue (\$383,799); for reference, expenses \$332,916 and assets \$687,237.

ROLE MATCH Deleen Davidson, reported title "*President*", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY	5 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	75 th
Total compensation (D + F), as reported (no adjustments)	62 nd
Reportable pay only (column D), adjusted	77 th
All sources (D + E + F), adjusted	75 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 (Deleen Davidson) 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 314 similarly situated organizations (Same NTEE sector (A20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$65,000 is reasonable (approximately the 75th 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.