

Chamber Music Unbound

Executive Director / CEO

EIN 270054977

CA · NTEE A6C

FY ending 2025-06-30

June 9, 2026

This analysis benchmarks the total compensation of **Rebecca Hang, Executive Director / CEO** (\$103,220) against **every comparable organization** that fit the selection criteria — **27** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **89th** percentile of comparable organizations within the typical range

Benchmarked executive: Rebecca Hang — reported title “Education Director”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

SECTOR Organizations sharing the subject's NTEE classification (A6C).

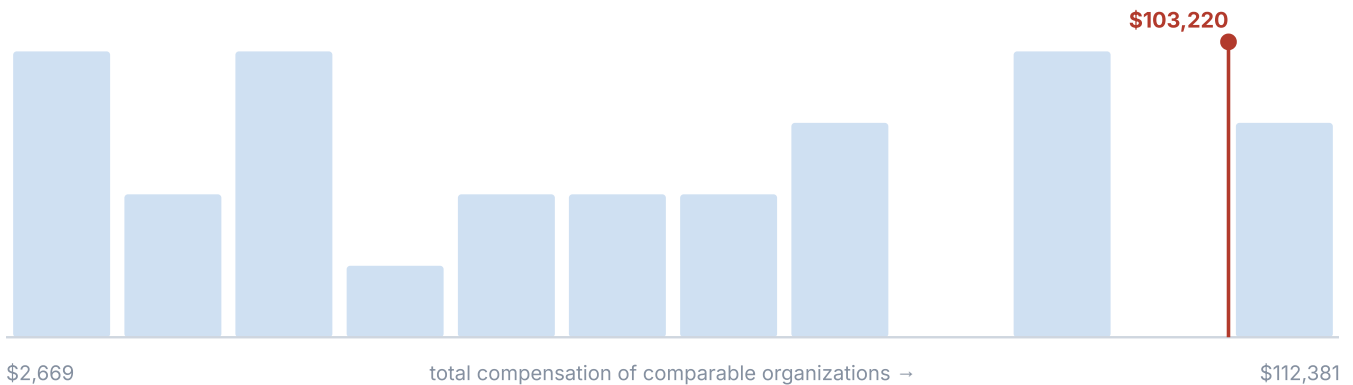
BUDGET Total revenue between \$285,658 and \$639,534 — 0.67x to 1.50x the subject's \$426,356 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (A6C), nationwide + budget 0.67–1.5x revenue.

27 organizations qualified on sector, size, and geography

→ **27** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$9,290	\$22,840	\$48,486	\$80,224	\$98,152	\$103,220
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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 CA 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
Reno Jazz Orchestra	NV	\$425,240	Executive Di	\$33,900	\$39,352	2025
Playback Memphis Inc	TN	\$438,456	Executive Director	\$85,300	\$106,583	2024
45th Parallel	OR	\$404,538	Executive Dir.	\$3,322	\$3,573	2025
Chapparells Baton & Drum Corps Inc	OH	\$402,428	President	\$18,720	\$23,569	2024
Musical Instruments N Kids Hands	CA	\$385,911	President	\$17,490	\$17,953	2024
International Sejong Soloists Inc	NY	\$472,105	Executive Director	\$10,417	\$11,520	2023
Walnut Creek Concert Band	CA	\$483,135	Treasurer	\$2,600	\$2,669	2024
Project Music Heals Us Inc	CT	\$483,164	Executive Director	\$11,364	\$12,666	2024
Akropolis Quintet Inc	MI	\$358,605	Executive Di	\$52,000	\$63,802	2024
Cleveland Jazz Orchestra	OH	\$351,397	Executive Di	\$55,000	\$69,247	2024
Piedmont Wind Symphony	NC	\$346,466	Executive Di	\$40,520	\$48,486	2025
Peridance Ensemble Ltd The	NY	\$516,224	Acting President	\$19,994	\$22,111	2023
We Always Swing Inc	MO	\$335,970	Exec. Director	\$70,200	\$90,995	2023
Metropolis Ensemble Inc	NY	\$518,271	Artistic Direct	\$83,333	\$92,156	2023
Israeli Chamber Project Inc	NY	\$332,660	Vice President	\$80,025	\$85,959	2024
Groove Inc	SD	\$328,225	Executive Director	\$43,500	\$57,068	2024
The Vigil Project Inc	LA	\$327,253	Director	\$71,854	\$94,052	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Waynesboro Symphony Orchestra Inc	VA	\$317,966	Music Direct	\$23,846	\$27,370	2024
The Louisville Leopard Percussionists	KY	\$313,220	Founder, Director	\$22,500	\$27,994	2025
Byron Schenkman & Friends	WA	\$312,706	Executive Dir.	\$38,676	\$41,161	2024
The Queer Big Apple Corps Inc	NY	\$300,245	Executive Director	\$101,621	\$112,381	2023
North Texas Colorguard Association	TX	\$296,239	President	\$5,000	\$5,945	2024
Talea Ensemble Inc	NY	\$561,702	Executive Director	\$34,500	\$36,103	2025
Delirium Musicum	CA	\$289,286	President	\$63,410	\$65,088	2024
Milwaukee Jazz Institute Inc	WI	\$288,509	Executive Dir.	\$60,000	\$74,488	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CA cost of living and 2025 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 CA 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 27 organizations. Compensation range \$2,669–\$112,381; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$426,356); for reference, expenses \$396,455 and assets \$363,477.

ROLE MATCH Rebecca Hang, reported title "*Education Director*", benchmarked as Executive Director / CEO. **Selected as the organization's highest-paid individual without an exact title match — the board should confirm this is a comparable 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	89 th
Total compensation (D + F), as reported (no adjustments)	100 th
Reportable pay only (column D), adjusted	93 rd
All sources (D + E + F), adjusted	89 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 (Rebecca Hang) 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 27 similarly situated organizations (Same NTEE sector (A6C), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$103,220 is reasonable (approximately the 89th 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.