

Three Aksha

Executive Director / CEO

This analysis benchmarks the total compensation of **Viji Rao, Executive Director / CEO** (\$60,000) against **every comparable organization** that fit the selection criteria — **124** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **71st** percentile of comparable organizations

within the typical range

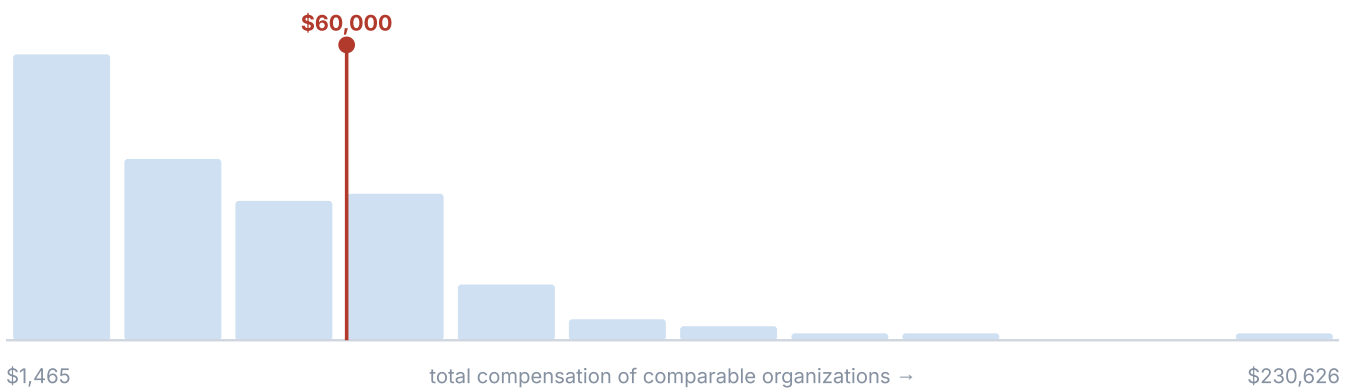
Benchmarked executive: Viji Rao — reported title “Artistic Director”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

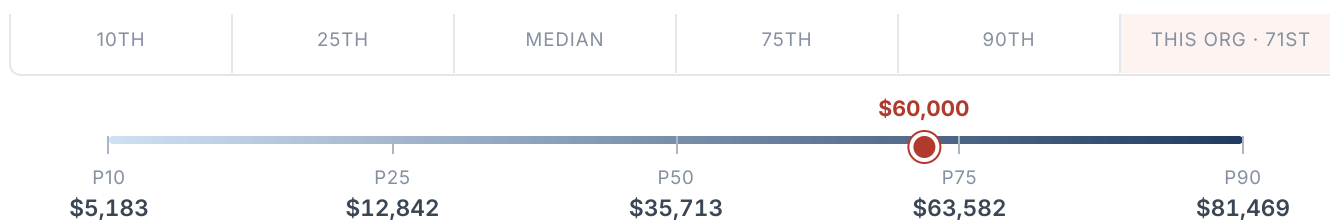
SECTOR	Organizations sharing the subject's NTEE classification (A23).
BUDGET	Total revenue between \$145,686 and \$326,164 — 0.67x to 1.50x the subject's \$217,443 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (A23), nationwide + budget 0.67–1.5x revenue.

124 organizations qualified on sector, size, and geography → **124** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$5,183	\$12,842	\$35,713	\$63,582	\$81,469	\$60,000
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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 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
Sicc Inc	NY	\$216,722	Executive Director	\$43,500	\$39,417	2024
The Avenue Blackbox Inc	NY	\$218,958	Ceo	\$64,267	\$59,954	2023
Aloha Kuamo'o' Aina	HI	\$219,335	Admin Assistant	\$37,958	\$35,085	2023
Chinese Center On Long Island Inc	NY	\$219,451	Director	\$6,532	\$5,919	2024
Russian Educational Center	OH	\$215,205	Member, Board Of Directors	\$27,000	\$29,524	2023
Seattle Out And Proud Inc	WA	\$219,787	Executive Director	\$145,525	\$130,651	2024
Ariel Rivka Dance Inc	NJ	\$215,092	Managing Direct	\$60,000	\$53,719	2024
Hispanic Women Of Springfield	IL	\$219,920	Vice-president	\$33,930	\$33,450	2024
Creative China Center Inc	NY	\$220,119	President	\$12,000	\$10,874	2024
Independent Jewish World Cinema Inc	CA	\$214,196	Secretary	\$47,500	\$41,130	2024
Kooyrigs Inc	MI	\$220,726	Executive Director	\$22,540	\$24,019	2023
Contra Costa Chinese School	CA	\$221,311	President	\$25,000	\$21,647	2024
Alliance Francaise De La Riviera Californienne Inc	CA	\$213,405	Executive Director	\$30,901	\$26,067	2025
United Chinese Learning Center	CA	\$221,680	Principal	\$51,480	\$44,576	2024
Movimiento Afrolatino Seattle	WA	\$212,357	Executive Director	\$81,644	\$73,299	2024
Just Communities Of Arkansas Inc	AR	\$222,844	Ceo	\$101,319	\$114,203	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
More Than A Single Story Inc	MN	\$211,860	Artistic/executive Director	\$30,000	\$30,604	2023
Center For Cultural Vibrancy	VA	\$223,629	Executive Di	\$110,586	\$107,072	2024
Massachusetts Center For Native American Awareness Inc	MA	\$210,887	President	\$37,000	\$32,481	2025
Niagara Celtic Heritage Society Inc	NY	\$224,921	Festival Dir	\$5,700	\$5,165	2024
Burma Research Institute	MD	\$227,379	Executive Director	\$49,218	\$46,142	2024
The Royal Ethiopian Trust Inc	CT	\$227,607	Chairman Of	\$16,000	\$15,043	2024
Hispanic Womens Organization Of Arkansas	AR	\$227,728	Exec Director	\$55,000	\$63,826	2023
German American Cultural Society	RI	\$206,873	Treasurer	\$4,761	\$4,578	2024
Juneteenth Ri	RI	\$206,595	Board President	\$4,500	\$4,327	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.

● Sample, role match & sensitivity

PEER COUNT 124 organizations. Compensation range \$1,465–\$230,626; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$217,443); for reference, expenses \$216,693 and assets \$36,114.

ROLE MATCH Viji Rao, reported title *"Artistic 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.**

RELATED-ORG PAY	3 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	2 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	71 st
Total compensation (D + F), as reported (no adjustments)	69 th
Reportable pay only (column D), adjusted	72 nd
All sources (D + E + F), adjusted	70 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 (Viji Rao) 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 124 similarly situated organizations (Same NTEE sector (A23), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$60,000 is reasonable (approximately the 71st 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.