

# Piano & More

Executive Director / CEO

This analysis benchmarks the total compensation of **Nicole Kovar, Executive Director / CEO** (\$78,792) against **every comparable organization** that fit the selection criteria — **15** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **80<sup>th</sup>** percentile of comparable organizations within the typical range

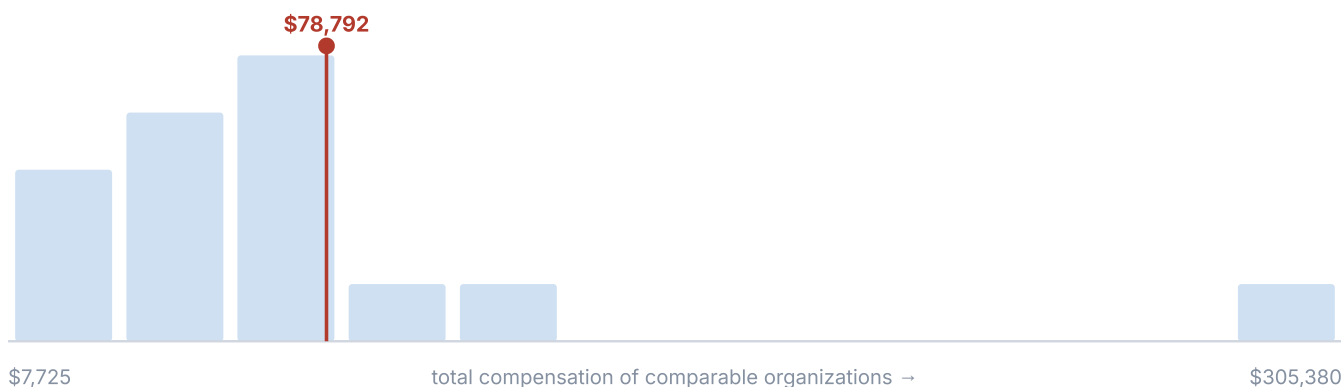
**Benchmarked executive:** Nicole Kovar — reported title “President”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (B90).
BUDGET	Total revenue between \$247,955 and \$555,124 — 0.67x to 1.50x the subject's \$370,083 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B90) + VA + budget 0.67–1.5x revenue.

**15** organizations qualified on sector, size, and geography → **15** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$15,208	\$37,766	\$58,453	\$72,092	\$111,000	\$78,792
----------	----------	----------	----------	-----------	----------



## ● 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 VA 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="#">Rosie Riveters</a>	VA	\$371,870	Secretary Executive Director	\$90,000	<b>\$90,000</b>	2024
<a href="#">Our Community Place</a>	VA	\$367,290	Executive Di	\$60,000	<b>\$58,453</b>	2025
<a href="#">Virginia Beach Fellows Inc</a>	VA	\$384,280	President/co	\$76,175	<b>\$74,211</b>	2025
<a href="#">Young Musicians Of Virginia</a>	VA	\$395,934	Executive Director	\$14,477	<b>\$14,104</b>	2025
<a href="#">Read Early And Daily Read</a>	VA	\$340,582	Executive Director	\$16,380	<b>\$16,864</b>	2023
<a href="#">Express Association Of America</a>	VA	\$339,000	Executive Director	\$296,619	<b>\$305,380</b>	2023
<a href="#">Abukloi Foundation</a>	VA	\$317,014	Vice President	\$37,500	<b>\$38,608</b>	2023
<a href="#">Partners In Academics &amp; Therapeutic</a>	VA	\$452,399	President	\$7,725	<b>\$7,725</b>	2024
<a href="#">Erudite Russian Language Educational And Cultural Center Inc</a>	VA	\$457,817	President, Director	\$40,500	<b>\$41,696</b>	2023
<a href="#">Podium Rva</a>	VA	\$279,368	Executive Director	\$62,320	<b>\$62,320</b>	2024
<a href="#">Emerging Scholars Program Inc</a>	VA	\$266,999	Executive Director	\$54,250	<b>\$54,250</b>	2024
<a href="#">Center For Redemptive Education Inc</a>	VA	\$496,876	President	\$68,580	<b>\$68,580</b>	2024
<a href="#">Children Of War Inc</a>	VA	\$525,049	President	\$69,973	<b>\$69,973</b>	2024
<a href="#">Mobiles For Education Alliance</a>	VA	\$542,554	Executive Director/president	\$36,923	<b>\$36,923</b>	2024
<a href="#">College Orientation Workshop Inc</a>	VA	\$546,381	President/chairman	\$125,000	<b>\$125,000</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to VA 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 VA 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	15 organizations. Compensation range \$7,725–\$305,380; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$370,083); for reference, expenses \$380,268 and assets \$19,168.
ROLE MATCH	Nicole Kovar, reported title " <i>President</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
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	80 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	80 <sup>th</sup>
Reportable pay only (column D), adjusted	80 <sup>th</sup>
All sources (D + E + F), adjusted	80 <sup>th</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 (Nicole Kovar) 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 15 similarly situated organizations (Same NTEE sector (B90) + VA + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$78,792 is reasonable (approximately the 80<sup>th</sup> 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.