

# Arco Collaborative Inc

Executive Director / CEO

EIN 464241093

NY · NTEE A68

FY ending 2024-06-30

June 10, 2026

This analysis benchmarks the total compensation of **Jennifer Koh, Executive Director / CEO** (\$39,000) against **every comparable organization** that fit the selection criteria — **23** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **74<sup>th</sup>** percentile of comparable organizations within the typical range

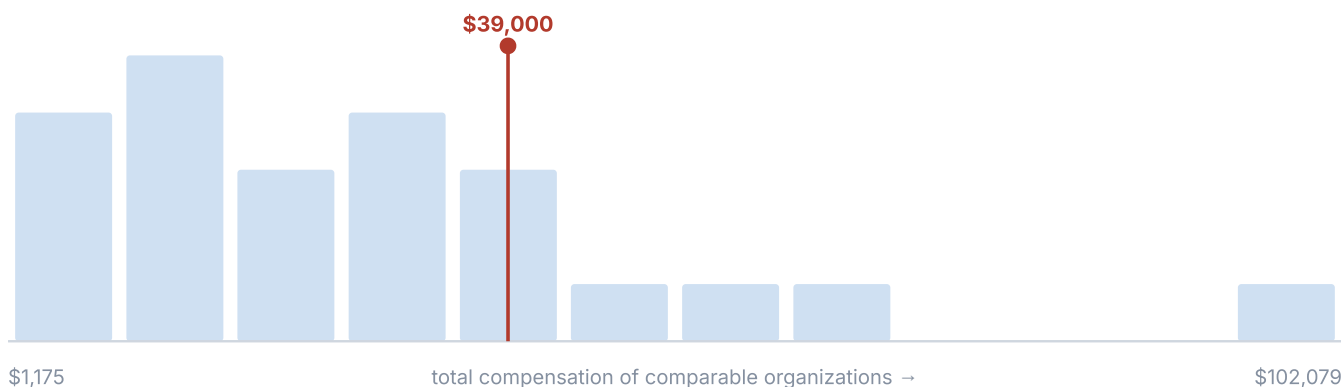
**Benchmarked executive:** Jennifer Koh — reported title “President”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (A68).
BUDGET	Total revenue between \$62,392 and \$139,684 — 0.67x to 1.50x the subject's \$93,123 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (A68), nationwide + budget 0.67–1.5x revenue.

**23** organizations qualified on sector, size, and geography → **23** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$4,565	\$10,455	\$19,386	\$37,509	\$55,193	\$39,000
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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 NY 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="#">Spokane Chamber Music Association</a>	WA	\$90,126	Marketing Director	\$11,100	<b>\$10,998</b>	2024
<a href="#">Picco Music Academy Inc</a>	CA	\$96,948	President	\$15,500	<b>\$14,812</b>	2024
<a href="#">International Jazz Day Az</a>	AZ	\$87,344	Executive Dir.	\$18,215	<b>\$19,386</b>	2024
<a href="#">Music For Autism</a>	CA	\$87,168	Executive Director	\$35,744	<b>\$35,166</b>	2023
<a href="#">Agc Of Oklahoma Education Foundation</a>	OK	\$82,641	Executive Director	\$13,188	<b>\$16,546</b>	2023
<a href="#">Da Capo Virginia</a>	VA	\$103,840	Executive & Vivo Director/past-president	\$43,633	<b>\$46,623</b>	2024
<a href="#">Festival Music Society Inc</a>	IN	\$78,111	Managing Director	\$22,800	<b>\$26,608</b>	2024
<a href="#">Trilogy An Opera Company</a>	NJ	\$111,031	Artisticexecutive Director	\$19,150	<b>\$18,921</b>	2024
<a href="#">Tanner Gift Of Music Trust</a>	UT	\$113,311	Secretary/tr	\$8,500	<b>\$9,912</b>	2023
<a href="#">International Federation For Choral Music</a>	TX	\$113,444	Office Manager	\$36,960	<b>\$40,915</b>	2024
<a href="#">Chamber Music Society Of</a>	MN	\$72,513	Executive Di	\$27,500	<b>\$30,071</b>	2024
<a href="#">Lake County Symphony</a>	CA	\$114,856	President	\$1,230	<b>\$1,175</b>	2024
<a href="#">Russian Chamber Art Society</a>	VA	\$70,860	Treasurer, Director	\$3,500	<b>\$3,850</b>	2023
<a href="#">Maui Music Mission</a>	HI	\$64,941	Ceo	\$7,277	<b>\$7,423</b>	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">The Francis Poulenc Trio Inc</a>	MD	\$63,664	Secretary/vice President	\$17,500	<b>\$18,641</b>	2023
<a href="#">Noontime Concerts</a>	CA	\$63,570	Executive Director	\$103,757	<b>\$102,079</b>	2023
<a href="#">Chamber Music Society Of New Paltz Inc</a>	NY	\$63,535	President	\$9,500	<b>\$9,781</b>	2023
<a href="#">The Classical Saxophone Project Inc</a>	NY	\$128,004	President	\$27,500	<b>\$27,500</b>	2024
<a href="#">Musiconnects Inc</a>	MA	\$128,066	Executive Di	\$65,000	<b>\$62,974</b>	2025
<a href="#">Alice And Eleonore Schoenfeld</a>	CA	\$132,945	Ceo	\$60,000	<b>\$57,336</b>	2024
<a href="#">Korea Music Foundation Inc</a>	NY	\$132,970	President	\$3,000	<b>\$3,089</b>	2023
<a href="#">William Lewis School Of Opera</a>	TX	\$135,149	Vice President	\$36,000	<b>\$39,852</b>	2024
<a href="#">York County Honors Choirs Inc</a>	PA	\$137,484	Executive Director	\$26,000	<b>\$28,693</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to NY 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 NY 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	23 organizations. Compensation range \$1,175–\$102,079; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$93,123); for reference, expenses \$121,696 and assets \$122,059.
ROLE MATCH	Jennifer Koh, reported title <i>"President"</i> , benchmarked as Executive Director / CEO. The title maps directly to this role.

**RELATED-ORG PAY** 1 peer report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

**OUTLIERS** 1 peer 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	74 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	83 <sup>rd</sup>
Reportable pay only (column D), adjusted	74 <sup>th</sup>
All sources (D + E + F), adjusted	70 <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 (Jennifer Koh) 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 10, 2026, comparing compensation against 23 similarly situated organizations (Same NTEE sector (A68), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$39,000 is reasonable (approximately the 74<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 10, 2026.