

# Old Independence Regional Museum

Executive Director / CEO

EIN 710752573

AR · NTEE A540

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Cathy Shonk, Executive Director / CEO** (\$36,040) against **every comparable organization** that fit the selection criteria — **75** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **43<sup>rd</sup>** percentile of comparable organizations within the typical range

**Benchmarked executive:** Cathy Shonk — reported title “MUSEUM DIRECTOR”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

**SECTOR** Organizations sharing the subject's NTEE classification (A540).

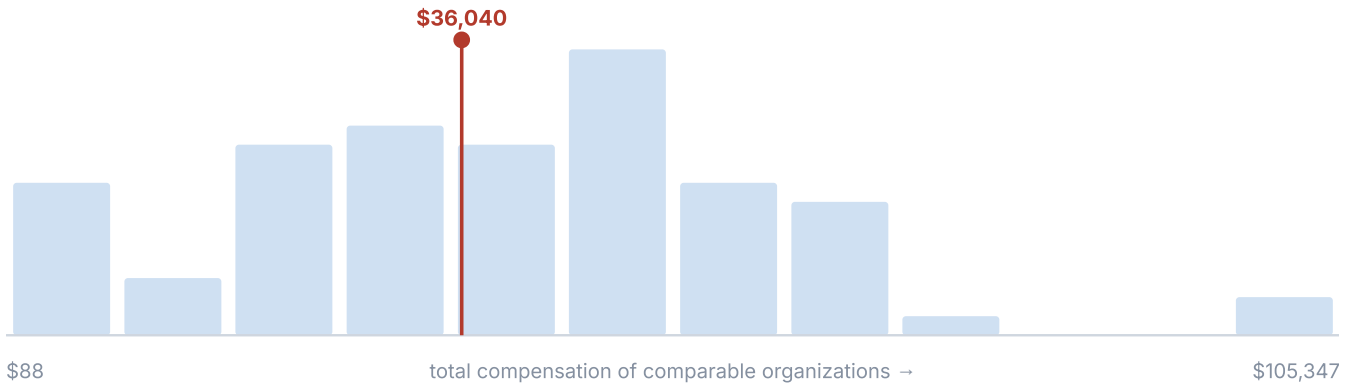
**BUDGET** Total revenue between \$127,119 and \$284,596 — 0.67x to 1.50x the subject's \$189,731 (the band tightens as size grows).

**GEOGRAPHY** Same NTEE sector (A54), nationwide + budget 0.67–1.5x revenue.

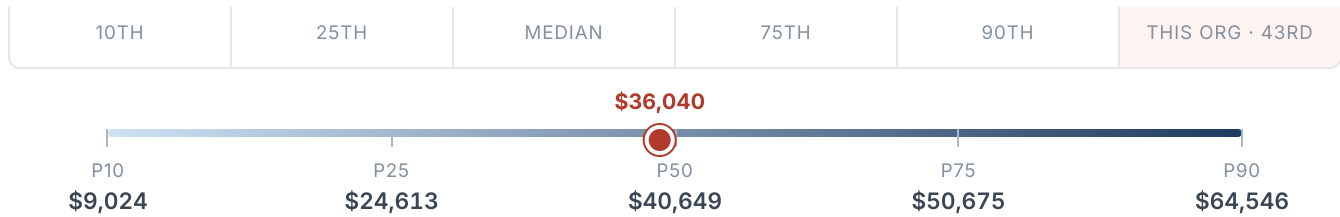
**75** organizations qualified on sector, size, and geography

→ **75** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$9,024	\$24,613	\$40,649	\$50,675	\$64,546	\$36,040
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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
<a href="#">Spnea Connecticut Inc</a>	MA	\$191,365	President	\$85,871	<b>\$68,649</b>	2024
<a href="#">St Charles History Museum</a>	IL	\$187,467	Executive Dir.	\$58,000	<b>\$50,728</b>	2024
<a href="#">The Black Cowboy Museum</a>	TX	\$192,088	Chief Executive Officer	\$36,000	<b>\$32,037</b>	2024
<a href="#">Society For The Preservation Of The</a>	MI	\$192,803	General Manager	\$36,082	<b>\$33,133</b>	2024
<a href="#">Dayton International Peace Museum</a>	OH	\$186,358	Executive Di	\$66,650	<b>\$64,657</b>	2023
<a href="#">Museum Assn Of The American Frontier</a>	NE	\$185,679	Executive Director	\$39,000	<b>\$37,317</b>	2024
<a href="#">Millville Army Air Field Museum Inc</a>	NJ	\$185,125	Executive Director	\$51,124	<b>\$41,808</b>	2023
<a href="#">Austin History Center Association Inc</a>	TX	\$195,201	Exec Director	\$64,099	<b>\$57,043</b>	2024
<a href="#">Berlin Airlift Historical Foundation</a>	NJ	\$195,484	Board Chairman And President	\$39,260	<b>\$31,184</b>	2024
<a href="#">Bush Family Home Foundation</a>	TX	\$180,724	Executive Director	\$67,500	<b>\$64,379</b>	2022
<a href="#">Northwest Carriage Museum</a>	WA	\$179,961	Sec / Director	\$43,036	<b>\$34,278</b>	2024
<a href="#">Everett Museum Of History</a>	WA	\$179,646	Executive Director	\$37,090	<b>\$29,542</b>	2024
<a href="#">Fort Dodge Historical Foundation</a>	IA	\$200,110	Executive Di	\$48,961	<b>\$49,101</b>	2023
<a href="#">Seneca Museum Of Waterways And Industry</a>	NY	\$200,967	Executive Director	\$58,458	<b>\$46,995</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Mt Hood Cultural Center And Museum</a>	OR	\$202,350	Director	\$1,638	<b>\$1,393</b>	2023
<a href="#">Historic Fallsington Inc</a>	PA	\$202,623	Executive Di	\$55,560	<b>\$49,292</b>	2024
<a href="#">Golden Ball Tavern Trust</a>	MA	\$205,085	Exec. Direct	\$131,715	<b>\$105,299</b>	2024
<a href="#">Taos Historic Museums Inc</a>	NM	\$206,410	Treasurer	\$14,000	<b>\$13,396</b>	2024
<a href="#">International Women's Air &amp; Space</a>	OH	\$207,319	Executive Di	\$45,424	<b>\$42,801</b>	2024
<a href="#">Alamance County Historical Museum Inc</a>	NC	\$209,161	Executive Director	\$52,714	<b>\$48,457</b>	2024
<a href="#">Marietta Museum Of History Inc</a>	GA	\$210,201	Director	\$50,000	<b>\$44,726</b>	2024
<a href="#">Minnesota Fishing Museum &amp;</a>	MN	\$210,554	Executive Di	\$44,914	<b>\$40,649</b>	2023
<a href="#">Harrington House Foundation</a>	TX	\$167,951	Manager	\$50,000	<b>\$45,810</b>	2023
<a href="#">Shoreline Historical Museum</a>	WA	\$167,149	Executive Di	\$55,538	<b>\$44,236</b>	2024
<a href="#">Sag Harbor Whaling &amp; Historical</a>	NY	\$164,616	Board Member	\$4,000	<b>\$3,216</b>	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](https://peerbasis.org/methodology).

## ● Sample, role match & sensitivity

PEER COUNT	75 organizations. Compensation range \$88–\$105,347; filing years 2022–2025.
SIZE BASIS	Matched on total revenue (\$189,731); for reference, expenses \$190,548 and assets \$1,426,636.

ROLE MATCH	Cathy Shonk, reported title "MUSEUM DIRECTOR", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	2 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	43 <sup>rd</sup>
Total compensation (D + F), as reported (no adjustments)	33 <sup>rd</sup>
Reportable pay only (column D), adjusted	44 <sup>th</sup>
All sources (D + E + F), adjusted	41 <sup>st</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 (Cathy Shonk) 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 75 similarly situated organizations (Same NTEE sector (A54), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$36,040 is reasonable (approximately the 43<sup>rd</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.