

Dance Fremont

Executive Director / CEO

EIN 831669848
 WA · NTEE A62
 FY ending 2024-12-31
 June 9, 2026

This analysis benchmarks the total compensation of **Karena Birk, Executive Director / CEO** (\$39,654) against **every comparable organization** that fit the selection criteria — **118** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **36th** percentile of comparable organizations within the typical range

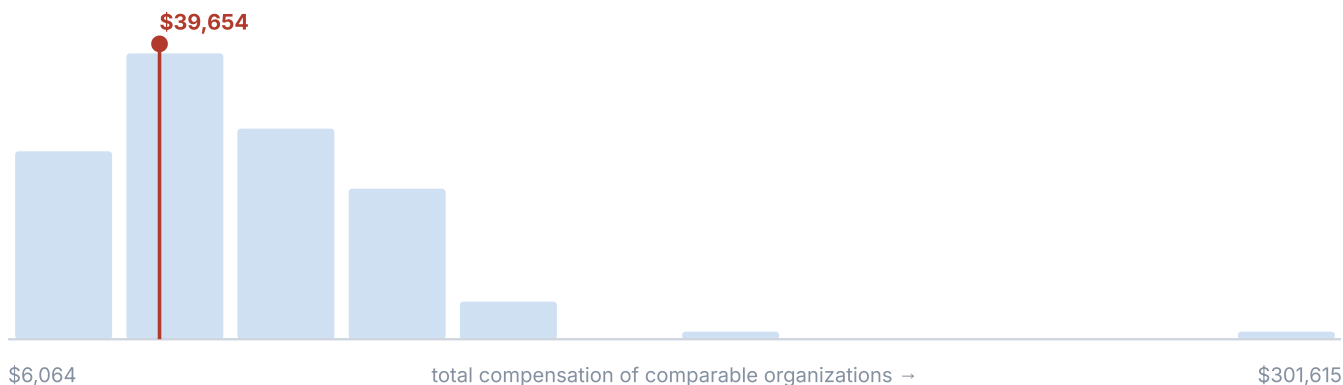
Benchmarked executive: Karena Birk — reported title “Executive Dir.”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (A62).
BUDGET	Total revenue between \$270,073 and \$604,642 — 0.67x to 1.50x the subject's \$403,095 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (A62), nationwide + budget 0.67–1.5x revenue.

118 organizations qualified on sector, size, and geography → **118** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$17,117	\$35,464	\$51,166	\$75,745	\$96,256	\$39,654
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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 WA 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
Regina Klenjoski Dance Company	CA	\$402,715	Executive Dir.	\$42,000	\$40,508	2024
Senderos	CA	\$403,770	Executive Dir.	\$20,625	\$20,480	2023
New York Dance Theatre Inc	NY	\$401,286	Executive Artistic Director	\$43,333	\$43,736	2024
Owen Cox Dance Group	MO	\$400,991	Artistic Director	\$33,875	\$41,259	2023
Cubacaribe	CA	\$405,942	Board Member	\$101,115	\$97,523	2024
Dance Camera West	CA	\$399,106	Executive Dir.	\$29,507	\$29,300	2023
Audience Architects Nfp	IL	\$397,881	Executive Dir.	\$75,320	\$82,707	2024
Barrington Youth Dance Ensemble Inc	IL	\$396,900	Executive Director	\$32,655	\$36,917	2023
Flight Path Dance Foundation Inc	NY	\$396,508	Program Director	\$106,276	\$107,264	2024
Big Dance Theater Inc	NY	\$395,854	Executive Director	\$80,315	\$81,061	2024
California Dance Institute	CA	\$410,669	Director	\$44,180	\$41,512	2025
Greensboro Ballet Inc	NC	\$410,978	Executive Director	\$40,380	\$46,602	2024
Dafmark Dance Theater	PA	\$392,729	Executive Director	\$11,450	\$12,425	2025
Hancock Center For Creative Arts	WI	\$391,776	Executive Dir.	\$83,409	\$97,296	2024
Dmf Youth Inc	NY	\$417,709	Executive Director, Member	\$69,200	\$71,906	2023
Indianapolis Dance Company Db a Gregory	IN	\$418,982	Executive Dir.	\$48,111	\$56,669	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Sonoma Conservatory Of Dance	CA	\$387,135	President	\$114,194	\$110,137	2024
Clancy Works Inc	MD	\$419,476	Executive Director	\$55,184	\$59,327	2023
Mutual Dance Theatre And Arts Centers	OH	\$419,726	Artistic & Executive Director	\$42,000	\$49,686	2024
Dallas Ballet Company	TX	\$384,296	Director	\$12,000	\$13,407	2024
Third Law Dancetheater	CO	\$382,025	Executive Director	\$68,917	\$73,811	2024
Turning Pointe School Of Dance	MI	\$381,647	Executive Di	\$48,950	\$56,433	2024
Invertigo Dance Theatre	CA	\$380,509	President/board Member	\$89,812	\$89,180	2023
Art Sweats Inc	NY	\$379,913	Executive Director	\$40,270	\$41,844	2023
Backhausdance	CA	\$430,632	Officer/artistic Director	\$25,425	\$25,246	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to WA 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 WA 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 118 organizations. Compensation range \$6,064–\$301,615; filing years 2022–2025.

SIZE BASIS Matched on total revenue (\$403,095); for reference, expenses \$391,336 and assets \$191,710.

ROLE MATCH Karena Birk, reported title "*Executive Dir.*", 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	36 th
Total compensation (D + F), as reported (no adjustments)	37 th
Reportable pay only (column D), adjusted	36 th
All sources (D + E + F), adjusted	36 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 (Karena Birk) 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 118 similarly situated organizations (Same NTEE sector (A62), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$39,654 is reasonable (approximately the 36th 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.