

The Primavera Fund

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Rachel Segal, Executive Director / CEO** (\$68,239) against **every comparable organization** that fit the selection criteria — **303** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **61st** percentile of comparable organizations

within the typical range

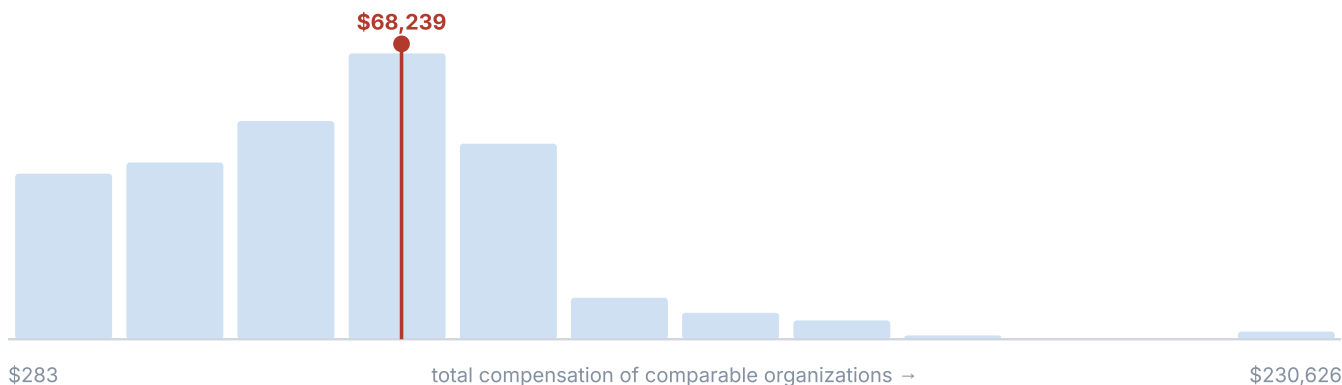
Benchmarked executive: Rachel Segal — reported title “PRESIDENT AN”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (A20).
BUDGET	Total revenue between \$303,986 and \$680,566 — 0.67x to 1.50x the subject's \$453,711 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (A20), nationwide + budget 0.67–1.5x revenue.

303 organizations qualified on sector, size, and geography → **303** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$14,211	\$34,111	\$58,670	\$77,593	\$94,378	\$68,239
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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
James Gang	IA	\$453,059	Treasurer	\$10,891	\$11,958	2024
Dynamo Studios	TN	\$452,164	Executive Director	\$109,649	\$115,576	2024
Sacred Heart Cultural Center Inc	GA	\$451,291	Executive Director	\$85,853	\$86,563	2024
Operation Song Inc	TN	\$456,425	Current Executive Director/former Board Member	\$71,808	\$77,925	2023
Art House Inc	OH	\$457,186	Executive Di	\$57,250	\$60,805	2024
Equity Trust Inc	MA	\$450,097	Executive Director	\$71,756	\$64,660	2024
Topa Institute	CA	\$457,437	Ceo	\$109,298	\$94,641	2024
Hawaiian Music Perpetuation Society	HI	\$449,654	Executive Dir.	\$91,143	\$81,827	2024
Masspoetry Inc	MA	\$457,856	Executive Di	\$90,157	\$81,241	2024
Monica Bill Barnes & Company Inc	NY	\$449,169	Founder/artistic Director	\$105,761	\$95,834	2024
Street Theory Collective	MA	\$448,600	Clerk	\$110,400	\$96,918	2025
Chippewa Valley Cultural	WI	\$458,863	Executive Di	\$77,032	\$80,673	2024
Parent Child Relationship Association Inc	NY	\$459,625	Executive Director	\$57,487	\$52,091	2024
Scool Sounds Inc	NY	\$447,788	Executive Dir.	\$70,702	\$64,065	2024
World Around Inc	NY	\$461,660	Executive Director	\$120,000	\$111,947	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Marshall County Arts And Culture Allianc	IA	\$462,713	Executive Director	\$85,000	\$93,328	2024
Brady Craft Inc	OK	\$444,373	Executive Director	\$67,446	\$74,473	2024
Tidewater Arts Outreach	VA	\$463,432	Executive Di	\$62,199	\$58,670	2025
Buchanan Center For The Arts	IL	\$443,297	Executive Director	\$50,533	\$51,290	2023
Tamarack Foundation Inc	WV	\$443,135	Executive Director	\$74,131	\$82,865	2023
Florida Litfest Inc	FL	\$464,718	Executive Di	\$32,917	\$31,009	2024
Long X Arts Foundation	ND	\$465,178	Executive Director	\$66,000	\$72,630	2024
Friends Of The Big Fresno Fair	CA	\$465,674	Ceo	\$27,194	\$22,940	2025
Center For American Culture And Ideas	AZ	\$440,867	Secretary	\$39,693	\$39,410	2023
Sweet Pea A Festival Of The Arts	MT	\$466,716	Executive Dir.	\$65,385	\$70,677	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 **303** organizations. Compensation range \$283–\$230,626; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$453,711); for reference, expenses \$453,447 and assets \$69,635.

ROLE MATCH	Rachel Segal, reported title " <i>PRESIDENT AN</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	7 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	4 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	61 st
Total compensation (D + F), as reported (no adjustments)	60 th
Reportable pay only (column D), adjusted	55 th
All sources (D + E + F), adjusted	59 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 (Rachel Segal) 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 303 similarly situated organizations (Same NTEE sector (A20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$68,239 is reasonable (approximately the 61st 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.