

Icicle Fund

Executive Director / CEO

EIN 911943099
 WA · NTEE A12
 FY ending 2024-12-31
June 9, 2026

This analysis benchmarks the total compensation of **Christine Morgan, Executive Director / CEO** (\$164,650) against **every comparable organization** that fit the selection criteria — **26** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **100th** percentile of comparable organizations above the 90th percentile — board review recommended

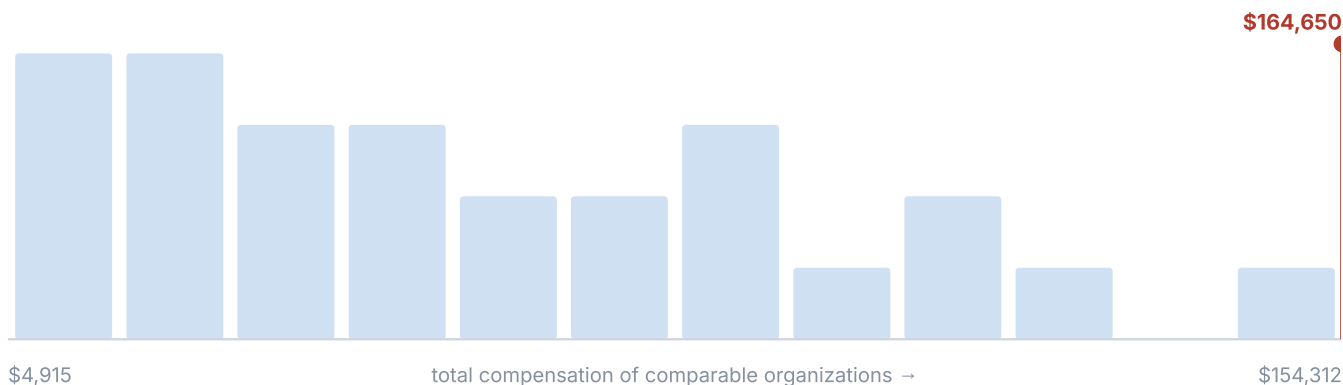
Benchmarked executive: Christine Morgan — reported title “EXECUTIVE DIRECTOR THRU 10/31/24”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

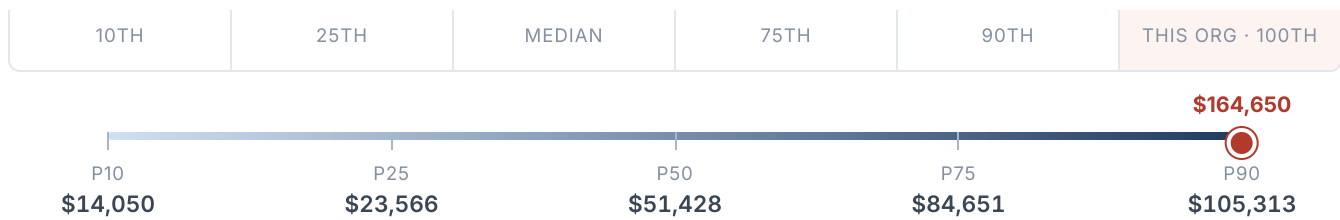
SECTOR	Organizations sharing the subject's NTEE classification (A12).
BUDGET	Total revenue between \$247,058 and \$553,116 — 0.67x to 1.50x the subject's \$368,744 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (A12), nationwide + budget 0.67–1.5x revenue.

26 organizations qualified on sector, size, and geography → **26** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$14,050	\$23,566	\$51,428	\$84,651	\$105,313	\$164,650
-----------------	-----------------	-----------------	-----------------	------------------	------------------



● 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
1888 Buckle Club Inc	AZ	\$379,755	Executive Dir.	\$50,000	\$53,709	2024
The Clay Studio Holdings Inc	PA	\$398,000	Executive Di	\$4,530	\$4,915	2025
West End Arts District	CA	\$338,715	Executive Dir.	\$41,908	\$40,419	2024
The Maasai Girls Education Fund	DC	\$336,413	Executive Director	\$111,006	\$105,998	2025
Love Our Heros Inc	OH	\$330,261	President	\$16,292	\$19,274	2024
Texas Public Radio Foundation	TX	\$408,979	Interim Pres	\$8,155	\$9,111	2024
The Nvld Project Inc	NY	\$324,275	Executive Director	\$100,691	\$104,628	2023
Arts For All Inc	OK	\$312,073	Exec. Director	\$17,615	\$21,665	2024
The Little Exchange Inc	OH	\$309,990	Merchandise Office Manager	\$53,516	\$63,310	2024
New Jersey Arts And Culture Renewal Fund	NJ	\$427,704	Executive Director	\$22,295	\$22,234	2024
Wayne County Childrens Steam Playlab	OH	\$309,399	President	\$40,351	\$49,146	2023
Walton Arts Center Foundation Inc	AR	\$301,624	Ceo/president	\$35,197	\$44,190	2024
Act Foundation Of Teton Valley	ID	\$296,930	Executive Dir.	\$53,163	\$65,033	2023
Region 30 Uil Music	TX	\$293,772	Executive Dir.	\$63,000	\$68,574	2025
Vital Wines	WA	\$445,354	Executive Director	\$73,800	\$75,980	2023
Lakeland Foundation	WA	\$284,403	Executive Director	\$34,207	\$33,325	2025

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Diablo Regional Arts Association	CA	\$454,175	Exec Director	\$155,406	\$154,312	2023
Scientific & Cultural Collaborative	CO	\$455,052	Director	\$92,918	\$99,516	2024
Annies Art Attic Inc	AZ	\$274,610	President	\$24,923	\$27,562	2023
Colorado Springs Philharmonic Foundation	CO	\$267,308	President And Ceo	\$13,450	\$14,405	2024
Acmp Foundation	NY	\$265,972	Executive Director	\$37,969	\$38,322	2024
Arts Action Alliance Foundation	OR	\$495,590	Executive Dir.	\$84,999	\$85,893	2025
Artsconnect Inc	KS	\$508,918	Executive Director	\$69,923	\$86,866	2023
Prague Shakespeare Company America	TX	\$508,989	Director	\$70,350	\$80,923	2023
Sonoma Plein Air Foundation	CA	\$513,873	Director	\$13,792	\$13,695	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 26 organizations. Compensation range \$4,915–\$154,312; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$368,744); for reference, expenses \$685,401 and assets \$56,722,905. **Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.**

ROLE MATCH Christine Morgan, reported title "*EXECUTIVE DIRECTOR THRU 10/31/24*", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY 6 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

Sensitivity — the subject's percentile under alternative compensation definitions:

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	100 th
Total compensation (D + F), as reported (no adjustments)	100 th
Reportable pay only (column D), adjusted	100 th
All sources (D + E + F), adjusted	81 st

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 (Christine Morgan) 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 26 similarly situated organizations (Same NTEE sector (A12), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$164,650 is reasonable (approximately the 100th 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.