

Portland Taiko

Executive Director / CEO

This analysis benchmarks the total compensation of **Carrie Peacock, Executive Director / CEO** (\$1,025) against **every comparable organization** that fit the selection criteria — **138** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 1st percentile of comparable organizations

below the typical range for comparable organizations

Benchmarked executive: Carrie Peacock — reported title “Board Member”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

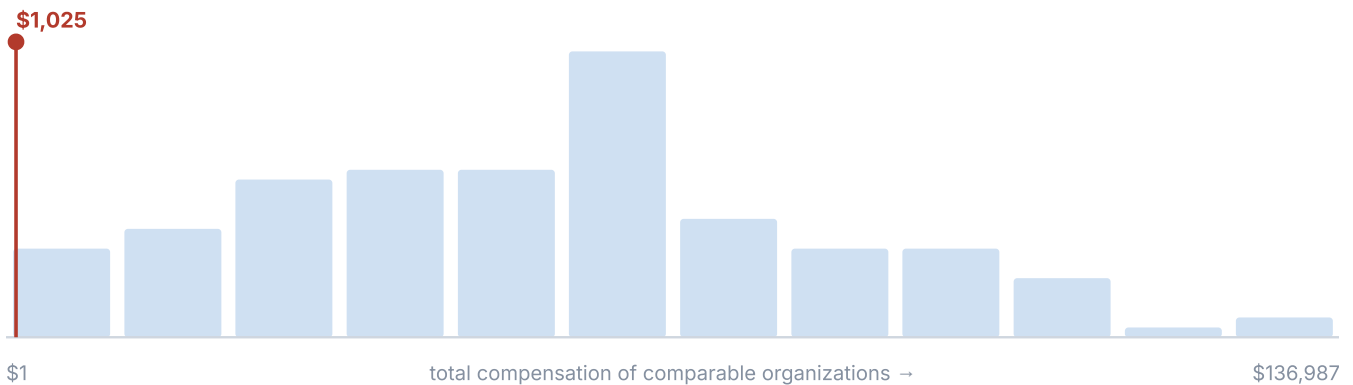
SECTOR Organizations sharing the subject's NTEE classification (A60).

BUDGET Total revenue between \$288,225 and \$645,282 — 0.67x to 1.50x the subject's \$430,188 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (A60), nationwide + budget 0.67–1.5x revenue.

138 organizations qualified on sector, size, and geography → **138** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$15,958

\$32,484

\$56,775

\$70,608

\$97,650

\$1,025



■ 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 OR 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
Urban Music Theatre Inc	IN	\$430,269	Executive Director/vice Chairman	\$40,000	\$45,423	2024
Cincinnati Children's Choir	OH	\$431,289	Executive Director	\$44,425	\$49,362	2025
Katia And Company Inc	CA	\$427,041	President	\$1,800	\$1,723	2023
Conundrum Theatre Company Inc	CA	\$424,860	Executive Direc	\$88,720	\$82,495	2024
Roshni	CO	\$423,743	Executive/artistic Director	\$99,000	\$102,222	2024
Marquee Youth Stage	IL	\$439,452	Executive Dir.	\$61,154	\$64,740	2024
Cherry Orchard Festival Foundation Corp	NY	\$418,930	Chairman	\$109,334	\$109,529	2023
Theater Reaching Young People & Schools	MO	\$417,834	Executive Artistic Director	\$45,000	\$51,324	2024
Mondo Bizarro Productions	LA	\$414,694	Executive Director	\$7,000	\$8,546	2023
Music Export Memphis	TN	\$412,991	Executive Director.	\$90,857	\$102,840	2024
Basque Foundation Inc	ID	\$448,587	Secretary/tr	\$13,071	\$15,415	2023
Luminary Arts Corporation	CA	\$410,560	President	\$60,331	\$56,098	2024
Child Hope International	CA	\$410,405	Executive Director	\$94,738	\$88,091	2024
Linton Incorporated	OH	\$407,275	Executive Director	\$65,291	\$76,666	2023
Gilmer Arts & Heritage Association	GA	\$406,349	Excutive Director	\$48,000	\$51,971	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Riverside Arts Center Foundation Inc	MI	\$405,796	Executive Dir.	\$88,580	\$98,454	2024
Hot House West	UT	\$402,831	Executive Di	\$22,936	\$25,278	2024
Beaches Fine Arts Series Inc	FL	\$401,211	Executive Di	\$81,764	\$80,580	2025
Golden Gate Symphony Orchestra	CA	\$396,157	Music Direcotr	\$35,730	\$32,367	2025
New York Mills Arts Retreat	MN	\$395,859	Exec Directo	\$46,833	\$51,303	2023
Celebration Arts	CA	\$392,684	Executive Director	\$32,083	\$29,832	2024
Steel River Playhouse Inc	PA	\$392,567	Artistic Dir	\$25,000	\$27,639	2023
Bitterroot Performing Arts Council Inc	MT	\$468,455	Executive Dir.	\$21,376	\$24,173	2025
No Surf House	OH	\$389,127	President	\$22,000	\$25,092	2024
The Gilbert Theater Inc	NC	\$388,639	Artistic Director	\$24,000	\$26,704	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to OR 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 OR 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 138 organizations. Compensation range \$1–\$136,987; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$430,188); for reference, expenses \$236,835 and assets \$918,996. **Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.**

ROLE MATCH	Carrie Peacock, reported title " <i>Board Member</i> ", benchmarked as Executive Director / CEO. Selected as the organization's highest-paid individual without an exact title match — the board should confirm this is a comparable role.
RELATED-ORG PAY	3 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	1 st
Total compensation (D + F), as reported (no adjustments)	1 st
Reportable pay only (column D), adjusted	4 th
All sources (D + E + F), adjusted	1 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 (Carrie Peacock) 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 138 similarly situated organizations (Same NTEE sector (A60), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$1,025 is reasonable (approximately the 1st 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.