

Japanese Institute Of Sawtelle

Executive Director / CEO

EIN 951647829

CA · NTEE A23

FY ending 2024-12-31

June 10, 2026

This analysis benchmarks the total compensation of **Miwa Takahashi, Executive Director / CEO** (\$45,000) against **every comparable organization** that fit the selection criteria — **27** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **37th** percentile of comparable organizations within the typical range

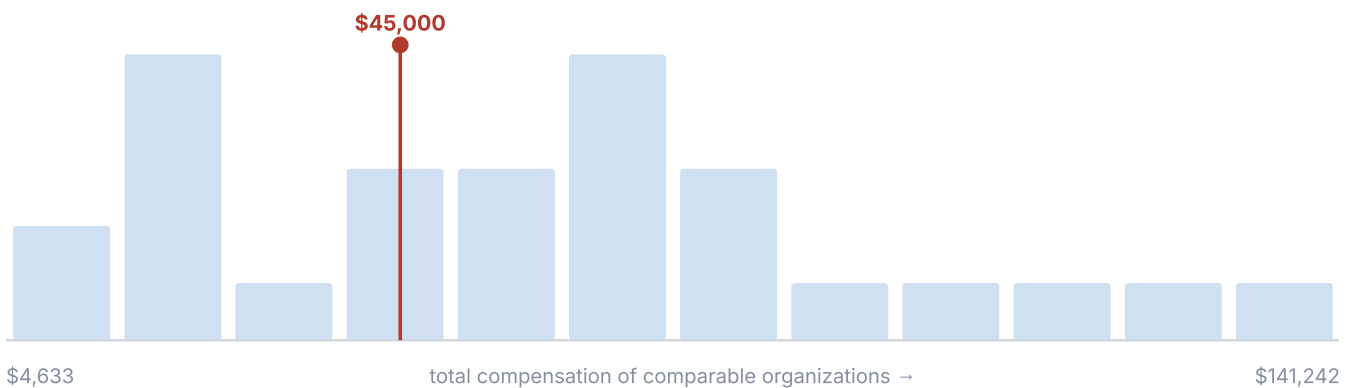
Benchmarked executive: Miwa Takahashi — reported title “Co-President”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

- SECTOR** Organizations sharing the subject's NTEE classification (A23).
- BUDGET** Total revenue between \$234,750 and \$525,561 — 0.67x to 1.50x the subject's \$350,374 (the band tightens as size grows).
- GEOGRAPHY** Same NTEE sector (A23) + CA + budget 0.67–1.5x revenue.

27 organizations qualified on sector, size, and geography → **27** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$19,595	\$28,978	\$57,780	\$76,472	\$107,848	\$45,000
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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 CA 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
Veda Geetha Foundationorg	CA	\$347,705	Director	\$57,780	\$57,780	2024
The Blavityorg Foundation Inc	CA	\$353,358	Gordon	\$71,587	\$73,701	2023
Chaldean Community Council	CA	\$358,275	Director Of Operations	\$62,500	\$64,346	2023
Chitresh Das Institute	CA	\$369,879	Managing Dir	\$55,691	\$57,336	2023
Iu Mien Community Services	CA	\$328,273	Executive Director	\$66,560	\$66,560	2024
Malo Motivating Action Leadership	CA	\$376,017	Founder/exec. Director	\$127,190	\$127,190	2024
Knowyourroots	CA	\$383,619	President	\$27,000	\$27,000	2024
Esselen Tribe Of Monterey County	CA	\$316,920	Secretary	\$76,970	\$79,243	2023
Latino Music Education Network	CA	\$395,124	Member Board Of Directors	\$20,000	\$20,591	2023
Balkan Cultural Center	CA	\$301,138	President	\$22,000	\$22,650	2023
Advocates For Indigenous California	CA	\$292,769	Executive Dir.	\$65,000	\$66,920	2023
Cambodia Town Inc	CA	\$290,976	Secretary	\$4,500	\$4,633	2023
Vanguard Culture	CA	\$288,923	Board President	\$20,642	\$21,252	2023
King Sejong Institute Center Usa	CA	\$285,247	Cfo	\$38,004	\$39,127	2023
Shep-ty	CA	\$272,124	Executive Dir.	\$115,189	\$115,189	2024
Enlightened Learning Club	CA	\$437,572	Chief Executive Officer	\$18,101	\$18,101	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
American Foundation For Tibetan Cultural	CA	\$261,527	Ceo	\$12,500	\$12,500	2024
First Voice Inc	CA	\$443,315	Art Director	\$100,000	\$102,954	2023
Race Matters Slo County	CA	\$256,465	Executive Director	\$30,067	\$30,955	2023
Sri Poojalaya Cultural And Community Cen	CA	\$256,325	Ceo	\$48,000	\$48,000	2024
Italingua Institute	CA	\$246,445	President	\$78,452	\$80,769	2023
So'oh Shinali Sister Project	CA	\$457,523	Executive Director	\$67,959	\$67,959	2024
Brasil Brasil Cultural Center	CA	\$477,881	Director	\$50,600	\$50,600	2024
The Westerners The First People Of	CA	\$486,134	President & Ceo	\$141,242	\$141,242	2024
Latinos United For A New America	CA	\$487,880	Co-director	\$87,517	\$87,517	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CA 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 CA 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 27 organizations. Compensation range \$4,633–\$141,242; filing years 2023–2024.

SIZE BASIS Matched on total revenue (\$350,374); for reference, expenses \$373,923 and assets \$3,467,871.

ROLE MATCH Miwa Takahashi, reported title *"Co-President"*, 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.**

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

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	37 th
Total compensation (D + F), as reported (no adjustments)	37 th
Reportable pay only (column D), adjusted	37 th
All sources (D + E + F), adjusted	37 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 (Miwa Takahashi) 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 10, 2026, comparing compensation against 27 similarly situated organizations (Same NTEE sector (A23) + CA + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$45,000 is reasonable (approximately the 37th 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 10, 2026.