

Art From Ashes Incorporated

Executive Director / CEO

EIN 200273372

CO · NTEE O99

FY ending 2023-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Jessica Jarrard, Executive Director / CEO** (\$67,157) against **every comparable organization** that fit the selection criteria — **76** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **64th** percentile of comparable organizations within the typical range

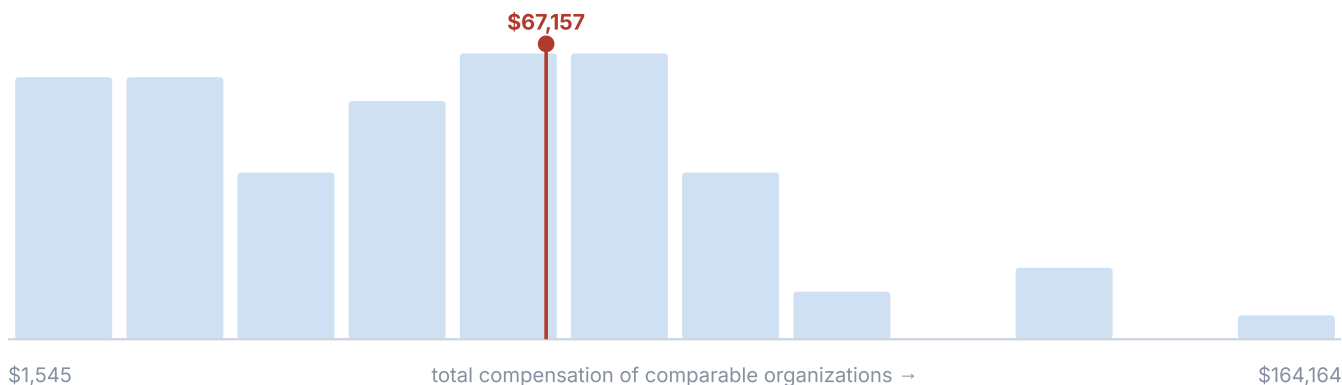
Benchmarked executive: Jessica Jarrard — reported title “EXEC DIR”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (O99).
BUDGET	Total revenue between \$254,178 and \$569,056 — 0.67x to 1.50x the subject's \$379,371 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (O99), nationwide + budget 0.67–1.5x revenue.

76 organizations qualified on sector, size, and geography → **76** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$14,254	\$25,893	\$53,253	\$74,696	\$92,492	\$67,157
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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 CO 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
Seacoast Outright	NH	\$379,006	Executive Director End 10/16/2023	\$52,712	\$50,760	2023
The North Dakota High School Rodeo Association Inc	ND	\$379,751	National Director	\$2,265	\$2,518	2024
Life Decisions Inc	IL	\$374,246	Chief Vision	\$35,927	\$35,778	2024
300 For 300	MI	\$386,925	Executive Director	\$77,268	\$80,787	2024
The Children Are Our Future	NM	\$387,948	President	\$6,000	\$6,730	2023
Michael's Daughter Foundation	CA	\$369,362	President	\$14,000	\$12,607	2023
Mnc 1240 Valencia Inc	CA	\$368,991	Treasurer	\$35,919	\$32,346	2023
Walltown Childrens Theatre	NC	\$390,241	Executive Director	\$18,000	\$18,840	2024
Palmisano Foundation Inc	LA	\$367,661	Executive Director	\$73,793	\$82,310	2024
Connecting For Kids Of Westlake Oh	OH	\$397,222	Executive Di	\$49,210	\$52,796	2024
Focusedkids	CO	\$398,476	Executive Director	\$71,500	\$69,449	2024
Two Cranes Institute	WA	\$359,544	President & Exec.	\$67,000	\$60,763	2024
Dream Big Basketball Academy	NC	\$359,535	Executive Director	\$50,400	\$52,752	2024
Made For More Foundation Inc	FL	\$359,152	President	\$76,231	\$72,542	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Fathers And Families Coalition	UT	\$357,457	Executive Director	\$35,699	\$36,057	2025
Providence Heights	WA	\$401,941	Chief Program Officer	\$144,498	\$134,918	2023
Restore Assemble Produce	WA	\$403,672	Executive Director	\$78,500	\$71,193	2024
Cactus League Baseball Association Inc	AZ	\$353,986	Executive Director - Nonvoting	\$133,350	\$133,746	2023
Actup Theater Inc	CT	\$405,607	Executive Director	\$132,805	\$129,859	2023
Run Minnesota	MN	\$352,201	Executive Director	\$56,135	\$56,186	2024
Yours Ministry	VA	\$350,896	President/treasurer	\$60,000	\$58,684	2024
Bethpage Discovery Program Inc	NY	\$348,657	Director	\$15,358	\$14,473	2023
So Kids Soar	DC	\$347,935	Executive Dir.	\$104,615	\$95,740	2023
Lexington Fraternal Order Of	KY	\$347,585	President	\$5,000	\$5,442	2024
Avenue941 Inc	FL	\$347,323	Executive Director	\$71,142	\$67,699	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CO cost of living and 2023 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 CO 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 76 organizations. Compensation range \$1,545–\$164,164; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$379,371); for reference, expenses \$348,146 and assets \$282,936.

ROLE MATCH	Jessica Jarrard, reported title "EXEC DIR", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	4 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	1 peer 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	64 th
Total compensation (D + F), as reported (no adjustments)	64 th
Reportable pay only (column D), adjusted	66 th
All sources (D + E + F), adjusted	61 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 (Jessica Jarrard) 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 76 similarly situated organizations (Same NTEE sector (O99), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$67,157 is reasonable (approximately the 64th 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.