

All Aboard Of America 1

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Heidi Heimarck, Executive Director / CEO** (\$52,980) against **every comparable organization** that fit the selection criteria — **280** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **35th** percentile of comparable organizations within the typical range

Benchmarked executive: Heidi Heimarck — reported title “EXECUTIVE DIRECTOR”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR Organizations sharing the subject's NTEE classification (P80).

BUDGET Total revenue between \$245,561 and \$549,763 — 0.67x to 1.50x the subject's \$366,509 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (P80), nationwide + budget 0.67–1.5x revenue.

280 organizations qualified on sector, size, and geography

→ **280** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$19,438	\$42,954	\$65,443	\$85,620	\$104,217	\$52,980
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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 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
Heal Africa Usa	WI	\$366,234	Executive Director	\$20,000	\$23,330	2024
Connecticut Elks Association	CT	\$367,008	Secretary	\$3,000	\$3,235	2023
Spectrum Ringwood Apartments Inc	NJ	\$364,915	President/ceo	\$54,495	\$54,345	2024
Down Syndrome Assoc Of Pittsburgh	PA	\$369,176	Executive Di	\$41,818	\$46,579	2024
The Saddle Light Center	TX	\$369,556	President	\$47,794	\$53,399	2024
Paradox Sports	CO	\$362,677	Executive Director	\$94,500	\$104,199	2023
Chair-ity	OH	\$371,177	Executive Director	\$60,000	\$70,980	2024
Wounded Heroes Fund Kern County	CA	\$371,752	Executive Dir.	\$64,690	\$62,392	2024
Mens Challenge Of Alliance	OH	\$371,979	Chairperson	\$41,000	\$48,503	2024
Spirit Open Equestrian Program Inc	VA	\$372,316	Executive Director	\$74,472	\$80,314	2024
Building Pathways Foundation	FL	\$372,524	Director	\$54,000	\$58,334	2023
Cancer Services Of Davidson County Inc	NC	\$372,760	Executive Director	\$68,538	\$81,435	2023
Faith In Action Fremont County	IA	\$372,788	Data Manager/driver	\$28,656	\$35,046	2024
Creede Early Learning Center	CO	\$360,015	Executive Di	\$62,807	\$67,267	2024
Forest Ridge Manor Inc	TN	\$359,832	Secretary	\$26,880	\$31,559	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
House Of The Good Shepherd Of	TN	\$359,671	Executive Di	\$90,516	\$109,410	2023
Shepherd Youth Ranch Inc	NC	\$373,391	Executive Di	\$37,800	\$44,914	2023
New Kids Production & Design Inc	GA	\$359,112	Executive Director	\$30,300	\$34,029	2024
Art Spark Texas	TX	\$358,886	Executive Director	\$62,868	\$70,241	2024
Friendship Adventures	WA	\$358,783	Board Chairman, Exec Direc	\$24,500	\$25,224	2023
Care Center Ministries Missouri Inc	MO	\$374,406	Presidentlead Pastorexecuti	\$46,800	\$57,000	2023
Flywheel Foundation	NC	\$358,465	Executive Di	\$74,301	\$85,750	2024
Target Evolution Incorporated	TX	\$358,079	Executive Director	\$72,420	\$80,914	2024
Lake Trust Credit Union Foundation	MI	\$375,055	Board Of Directors, President	\$356,617	\$423,275	2023
Avalon Center	IA	\$375,270	Executive Di	\$88,756	\$111,753	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 **280** organizations. Compensation range \$677–\$423,275; filing years 2022–2025.

SIZE BASIS Matched on total revenue (\$366,509); for reference, expenses \$388,440 and assets \$148,195.

ROLE MATCH	Heidi Heimarck, reported title " <i>EXECUTIVE DIRECTOR</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	24 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	8 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	35 th
Total compensation (D + F), as reported (no adjustments)	40 th
Reportable pay only (column D), adjusted	38 th
All sources (D + E + F), adjusted	30 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 (Heidi Heimarck) 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 280 similarly situated organizations (Same NTEE sector (P80), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$52,980 is reasonable (approximately the 35th 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.