

Arkwings Foundation

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Jana Wilson, Executive Director / CEO** (\$5,100) against **every comparable organization** that fit the selection criteria — **36** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **25th** percentile of comparable organizations within the typical range

Benchmarked executive: Jana Wilson — reported title “Director”, 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 (O50).

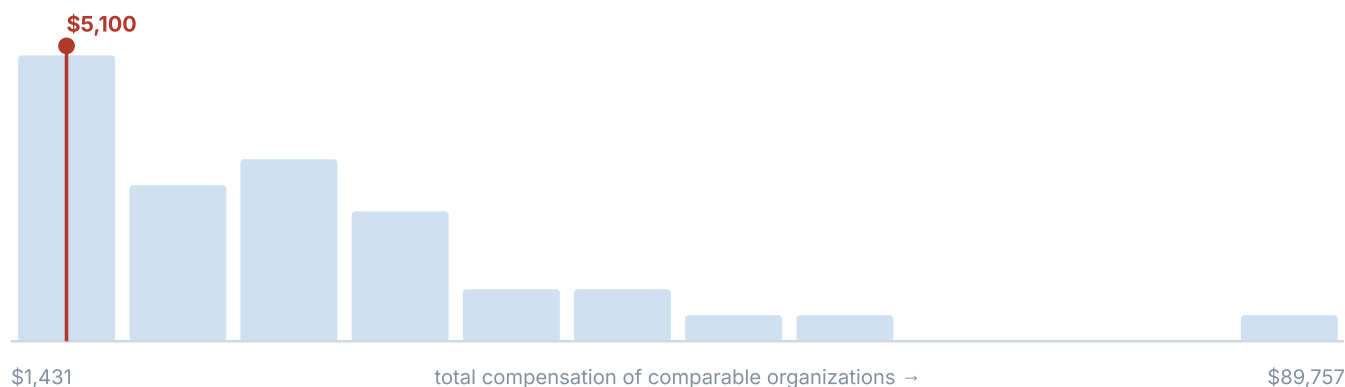
BUDGET Total revenue between \$44,065 and \$98,653 — 0.67x to 1.50x the subject's \$65,769 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (O50), nationwide + budget 0.67–1.5x revenue.

36 organizations qualified on sector, size, and geography

→ **36** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$2,196	\$5,457	\$17,167	\$28,350	\$43,263	\$5,100
----------------	----------------	-----------------	-----------------	-----------------	----------------



■ 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 TN 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
Texas Children In Nature	TX	\$65,928	Sarah Coles	\$19,737	\$18,244	2024
Atlanta Cares Mentoring Movement Inc	GA	\$65,108	Member	\$10,100	\$9,384	2024
Club 100 Charitiesinc	FL	\$68,113	Director	\$5,800	\$5,035	2024
Bridge Builders Alabama	AL	\$61,080	Executive Director	\$41,200	\$42,344	2023
Serious Ju Ju Skate Works Inc	MT	\$71,814	Executive Director	\$27,725	\$27,617	2024
412 Sports Ministries	PA	\$58,495	Executive Di	\$15,625	\$14,824	2023
Royal Youth Dance Ensemble Incorporated	TN	\$73,153	Executive Director	\$9,000	\$9,000	2023
Woodland Amateur Hockey Association	MN	\$57,760	Gambling Man	\$20,433	\$18,657	2024
United Services Youth Inc	NC	\$54,655	Program Facilitator	\$91,310	\$89,757	2023
Coal City Colts Inc	WV	\$53,919	President	\$1,855	\$1,911	2023
Rebuild Yourself Inc	FL	\$77,795	Secretary	\$1,648	\$1,431	2024
Kirk Horn Music Fund	OH	\$53,459	Music Director	\$17,750	\$17,885	2023
Leborne Development	AR	\$51,962	President	\$13,400	\$14,329	2023
Kaulu I Ka Pono Academy	HI	\$81,165	Secretary	\$67,220	\$54,178	2025
Community Works Youth Development	CA	\$50,000	President & Ceo	\$3,000	\$2,394	2024
Embrace Her Legacy Foundation	NY	\$49,484	Ceo And Chair Of The Board Of Directors	\$30,274	\$26,026	2023
Victor Cruz Foundation Inc	NJ	\$82,121	Executive Director	\$30,000	\$24,751	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Bethlehem Youth Court Inc	NY	\$49,186	Director	\$39,360	\$33,836	2023
Anahuak Youth Sports Association	CA	\$48,323	President	\$6,040	\$4,820	2024
A Leadership Journey	RI	\$47,994	Program Manager	\$6,841	\$5,905	2025
Strictly Soccer Futbol Club Inc	FL	\$83,564	President	\$2,300	\$1,997	2024
A Place Of Refuge	MI	\$47,815	Director	\$12,000	\$11,446	2024
Fresh	MD	\$47,190	Executive Director	\$25,000	\$22,236	2023
Reclaiming Americas Communities Through Empowermen	CA	\$46,500	Chief Executive Officer	\$37,211	\$30,569	2023
Readers Are Leaders	VA	\$46,193	President	\$5,000	\$4,593	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to TN 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 TN 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	36 organizations. Compensation range \$1,431–\$89,757; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$65,769); for reference, expenses \$47,509 and assets \$517,282.
ROLE MATCH	Jana Wilson, reported title " <i>Director</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	1 peer 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	25 th
Total compensation (D + F), as reported (no adjustments)	19 th
Reportable pay only (column D), adjusted	33 rd
All sources (D + E + F), adjusted	25 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 (Jana Wilson) 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 36 similarly situated organizations (Same NTEE sector (O50), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$5,100 is reasonable (approximately the 25th 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.