

Arts Align All Inc

Executive Director / CEO

EIN 873693937

WI · NTEE B99

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Jane Borden, Executive Director / CEO** (\$40,838) against **every comparable organization** that fit the selection criteria — **187** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **48th** percentile of comparable organizations within the typical range

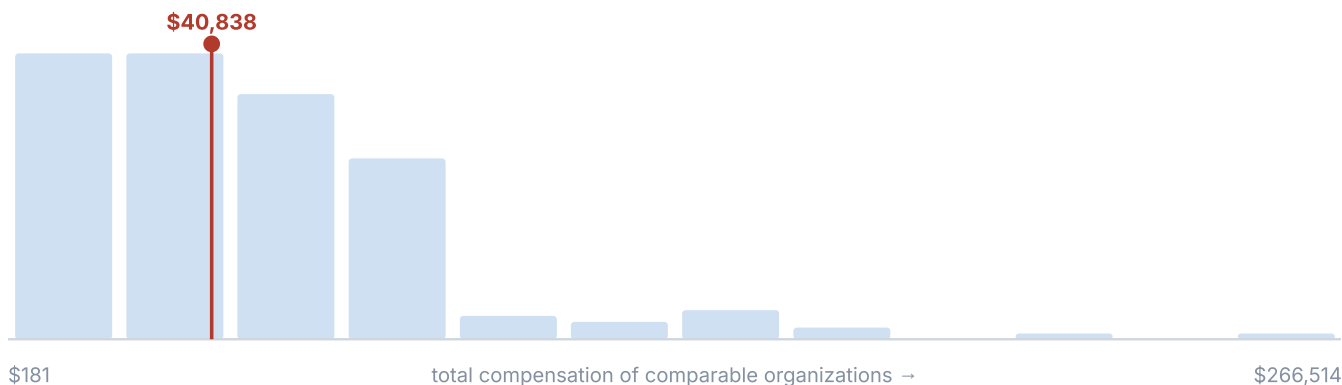
Benchmarked executive: Jane Borden — reported title “PRESIDENT”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

| | |
|-----------|---|
| SECTOR | Organizations sharing the subject's NTEE classification (B99). |
| BUDGET | Total revenue between \$110,292 and \$246,924 — 0.67x to 1.50x the subject's \$164,616 (the band tightens as size grows). |
| GEOGRAPHY | Same NTEE sector (B99), nationwide + budget 0.67–1.5x revenue. |

187 organizations qualified on sector, size, and geography → **187** within the band form the benchmarked peer set.

Distribution of comparable compensation



| | | | | | |
|----------|----------|----------|----------|----------|----------|
| \$11,266 | \$21,918 | \$43,436 | \$65,934 | \$85,709 | \$40,838 |
|----------|----------|----------|----------|----------|----------|



● 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 WI 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 |
|--|-------|-----------|--------------------|-----------------|------------------|------|
| The Spark Inc | KS | \$164,994 | Executive Director | \$64,231 | \$68,406 | 2023 |
| Epoch Public Media Seattle | WA | \$164,046 | President | \$4,779 | \$4,097 | 2024 |
| Delaware Careplan Inc | DE | \$166,166 | Executive Director | \$15,149 | \$14,203 | 2024 |
| Sc Ag-in-the-classroom Fund | SC | \$167,533 | President | \$72,480 | \$72,402 | 2024 |
| Fem Empowerment Movement | CA | \$168,811 | Secretary | \$104,168 | \$86,128 | 2024 |
| Lohan School Of Shaolin | NV | \$169,986 | Corporate Officer | \$41,875 | \$41,379 | 2023 |
| Solvang School Education Foundation | CA | \$170,182 | President & Ceo | \$18,000 | \$14,499 | 2025 |
| The Nourishment Projects Nfp | IL | \$158,876 | President | \$90,000 | \$87,224 | 2023 |
| Education In Dance And | NJ | \$170,931 | Vice President | \$191,743 | \$163,924 | 2024 |
| Creative Adventuresinc | MD | \$158,252 | Creative Director | \$70,000 | \$62,663 | 2024 |
| Satvatove Institute Inc | FL | \$158,205 | Executive Di | \$83,160 | \$77,013 | 2023 |
| Marriage And Relationship Education Center Inc | MD | \$171,221 | Executive Director | \$47,508 | \$43,785 | 2023 |
| Research Support Fund | MA | \$171,417 | Board President | \$37,776 | \$32,504 | 2024 |
| Microfinance Opportunities | MA | \$156,708 | Executive Director | \$1,000 | \$886 | 2023 |
| Challenger Learning Center Of | NY | \$155,858 | Executive Di | \$25,090 | \$21,709 | 2024 |
| The Home Team - Miami Inc | FL | \$173,584 | Director | \$79,425 | \$71,444 | 2024 |

| ORGANIZATION | STATE | REVENUE | MATCHED TITLE | COMP (REPORTED) | COMP (ADJUSTED) | FY |
|---|-------|-----------|--------------------------------------|-----------------|-----------------|------|
| Independent Television Festival Inc | MN | \$174,027 | Ceo/executive Director | \$16,667 | \$16,235 | 2023 |
| Los Medanos College Foundation | CA | \$174,647 | Director - Lmc President (July -Dec) | \$25,994 | \$22,127 | 2023 |
| The Gardens Edge Inc | NM | \$154,271 | Executive Dir. | \$14,400 | \$15,268 | 2023 |
| Jewels Academy | IA | \$174,974 | President | \$39,582 | \$41,499 | 2024 |
| Tennessee Advocates For Planned | TN | \$175,276 | Executive Di | \$95,771 | \$96,392 | 2024 |
| Church Leadership Development | TX | \$175,460 | President | \$76,920 | \$75,852 | 2023 |
| Friends Of Transit | AZ | \$176,478 | Executive Director | \$90,000 | \$82,878 | 2024 |
| Lectica Inc Fka Dev Test Svs | MA | \$176,554 | Pres, Treas, Clerk | \$51,193 | \$45,350 | 2023 |
| Unity Foundation | ME | \$177,085 | Ceo/chairman | \$86,544 | \$85,430 | 2023 |

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to WI 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 WI 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 187 organizations. Compensation range \$181–\$266,514; filing years 2022–2025.

SIZE BASIS Matched on total revenue (\$164,616); for reference, expenses \$168,479 and assets \$0.

ROLE MATCH Jane Borden, reported title "*PRESIDENT*", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY 20 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

OUTLIERS 9 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 | 48 th |
| Total compensation (D + F), as reported (no adjustments) | 45 th |
| Reportable pay only (column D), adjusted | 52 nd |
| All sources (D + E + F), adjusted | 42 nd |

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 (Jane Borden) 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 187 similarly situated organizations (Same NTEE sector (B99), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$40,838 is reasonable (approximately the 48th 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.