

Arboretum Coffee

Executive Director / CEO

EIN 931969373
 CO · NTEE P20
 FY ending 2024-12-31
 June 9, 2026

This analysis benchmarks the total compensation of **Hannah Norris, Executive Director / CEO** (\$22,635) against **every comparable organization** that fit the selection criteria — **34** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 9th percentile of comparable organizations

below the typical range for comparable organizations

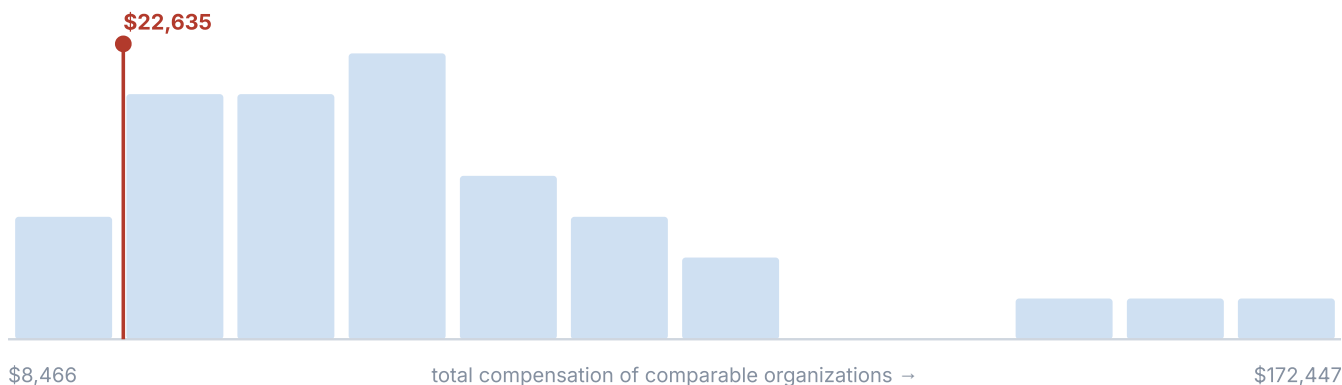
Benchmarked executive: Hannah Norris — reported title “Executive Dir.”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (P20).
BUDGET	Total revenue between \$231,210 and \$517,636 — 0.67x to 1.50x the subject's \$345,091 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (P20) + CO + budget 0.67–1.5x revenue.

34 organizations qualified on sector, size, and geography → **34** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$26,850	\$36,393	\$51,982	\$75,319	\$98,267	\$22,635
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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
Love For Lily	CO	\$348,154	Executive Director	\$55,000	\$56,625	2023
Africa Development Promise	CO	\$340,321	Executive Director	\$28,038	\$28,038	2024
Para Ti Mujer	CO	\$350,881	President	\$46,709	\$46,709	2024
Rise Foundation Inc	CO	\$358,363	Executive Director	\$73,875	\$73,875	2024
Milestone Community Wellness Llc	CO	\$359,674	Executive Dir.	\$65,850	\$65,850	2024
One Challenge Usa	CO	\$327,988	Executive Director	\$8,466	\$8,466	2024
From The Heart Foundation	CO	\$364,050	Executive Director	\$51,584	\$51,584	2024
Lubick Foundation	CO	\$326,003	Executive Dir.	\$54,238	\$54,238	2024
The Shepherd's Hand	CO	\$317,468	Former Executive Director	\$65,625	\$65,625	2024
Wldforce Inc	CO	\$310,296	President Ceo	\$167,500	\$172,447	2023
Esther House	CO	\$309,910	Director	\$32,640	\$32,640	2024
Swp Inc DbA Shadow Warriors	CO	\$303,540	Treasurer	\$52,379	\$52,379	2024
Rezilientkidz	CO	\$285,691	President	\$42,730	\$43,992	2023
Lifebridge	CO	\$283,303	President	\$48,300	\$49,727	2023
Colorado East Community Action	CO	\$274,123	Executive Di	\$47,083	\$47,083	2024
The Naloxone Project	CO	\$420,062	Executive Director	\$25,585	\$26,341	2023
Western Slope Native American Resource Center	CO	\$252,717	Executive Director	\$87,969	\$87,969	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Greater Park Hill Community Inc	CO	\$439,185	Executive Director	\$38,606	\$39,746	2023
Synaptiv Inc	CO	\$445,939	President	\$134,195	\$134,195	2024
Good Life Refuge	CO	\$243,200	President/director	\$21,000	\$21,000	2024
Crazy Faith Street Ministry	CO	\$239,948	Executive Director	\$57,000	\$57,000	2024
Genesis Project Of Northern Colorado	CO	\$452,524	Executive Director	\$34,263	\$35,275	2023
Loaves & Fishes Inc	CO	\$236,304	Exec Director	\$40,000	\$40,000	2024
Confluence Ministries	CO	\$235,973	Director & P	\$75,800	\$75,800	2024
Startup Colorado	CO	\$456,575	Executive Director	\$31,032	\$31,949	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CO 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 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	34 organizations. Compensation range \$8,466–\$172,447; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$345,091); for reference, expenses \$380,858 and assets \$63,104.
ROLE MATCH	Hannah Norris, reported title " <i>Executive Dir.</i> ", benchmarked as Executive Director / CEO. The title maps directly to this 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	3 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	9 th
Total compensation (D + F), as reported (no adjustments)	9 th
Reportable pay only (column D), adjusted	12 th
All sources (D + E + F), adjusted	9 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 (Hannah Norris) 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 34 similarly situated organizations (Same NTEE sector (P20) + CO + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$22,635 is reasonable (approximately the 9th 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.