

# Jf&cs Foundation Inc

Executive Director / CEO

EIN 208060747

GA · NTEE P11

FY ending 2023-06-30

June 9, 2026

This analysis benchmarks the total compensation of **Keith Kirshner, Executive Director / CEO** (\$14,940) against **every comparable organization** that fit the selection criteria — **26** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **38<sup>th</sup>** percentile of comparable organizations within the typical range

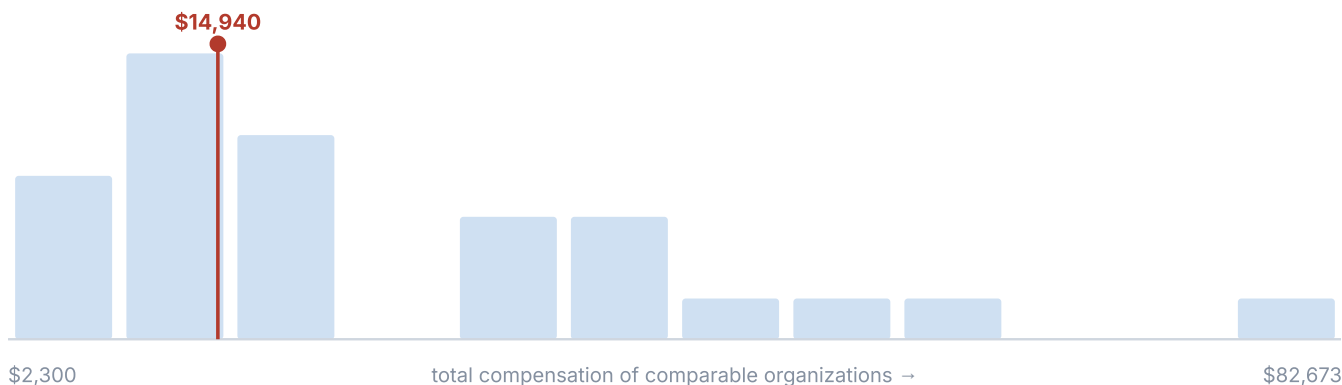
**Benchmarked executive:** Keith Kirshner — reported title “CAO”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (P11).
BUDGET	Total revenue between \$52,992 and \$118,639 — 0.67x to 1.50x the subject's \$79,093 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (P11), nationwide + budget 0.67–1.5x revenue.

**26** organizations qualified on sector, size, and geography → **26** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$7,377	\$11,495	\$16,764	\$35,541	\$48,645	\$14,940
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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 GA 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
<a href="#">Rebecca Residence Foundation</a>	PA	\$80,480	Board Member	\$13,195	<b>\$13,087</b>	2023
<a href="#">Friends Of Hospice</a>	WA	\$80,672	Executive Di	\$21,210	<b>\$18,344</b>	2024
<a href="#">Ymca Of The East Bay Support Foundation</a>	CA	\$77,005	President	\$67,086	<b>\$55,960</b>	2024
<a href="#">Big Brothers Big Sisters Of Miami</a>	FL	\$81,446	President & Ceo	\$12,086	<b>\$11,292</b>	2023
<a href="#">The Jarc Foundation</a>	MI	\$76,451	Ceo	\$31,740	<b>\$31,647</b>	2024
<a href="#">Community Bridges Development Foundation</a>	AZ	\$81,911	Director	\$44,616	<b>\$41,450</b>	2024
<a href="#">Disability Connections Foundation</a>	MI	\$73,959	Executive Di	\$2,307	<b>\$2,300</b>	2024
<a href="#">The 565 Mayfield Foundation</a>	CA	\$70,154	Assistant Treasurer	\$20,190	<b>\$16,842</b>	2024
<a href="#">Anchorage Foundation Inc</a>	FL	\$67,794	Executive Director	\$6,609	<b>\$6,175</b>	2023
<a href="#">Society Of St Vincent De Paul</a>	MO	\$64,799	Ceo-resigned 9/13/2024	\$36,739	<b>\$37,590</b>	2024
<a href="#">Halsey Center</a>	OR	\$94,257	Executive Director (Through 06/2024)	\$6,286	<b>\$5,639</b>	2024
<a href="#">1542 Constance Street Inc</a>	LA	\$62,500	Ceo	\$15,237	<b>\$16,686</b>	2023
<a href="#">Noah Project Foundation</a>	TX	\$62,462	Executive Director	\$8,623	<b>\$8,579</b>	2023
<a href="#">Source Studio Inc</a>	NC	\$62,108	Executive Di	\$80,450	<b>\$82,673</b>	2023
<a href="#">Pgc Qalich</a>	PA	\$61,000	Treasurer	\$10,847	<b>\$10,450</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Rainbows United Charitable Foundation</a>	KS	\$97,754	Interim President	\$15,365	<b>\$16,509</b>	2023
<a href="#">Atlanta Ymca Young Qalicb Inc</a>	GA	\$97,792	Chief Executive Officer	\$36,068	<b>\$36,068</b>	2023
<a href="#">Beaver County Ymca Endowment Foundation</a>	PA	\$99,966	Director	\$31,015	<b>\$30,761</b>	2023
<a href="#">Wellroot Family Services Foundation Inc</a>	GA	\$101,804	Treasurer	\$47,684	<b>\$47,684</b>	2023
<a href="#">Lifespan Of Greater Rochester</a>	NY	\$56,291	President/ceo	\$56,826	<b>\$49,605</b>	2024
<a href="#">Wheeler East Street Holdings Inc</a>	IN	\$103,650	Board Member	\$13,814	<b>\$14,073</b>	2024
<a href="#">Children &amp; Families First Endowment Inc</a>	DE	\$105,984	Chief Executive Officer	\$15,963	<b>\$15,099</b>	2024
<a href="#">Lutheran Child And Family Services</a>	IL	\$106,035	Ceo	\$12,380	<b>\$12,105</b>	2023
<a href="#">Crossroads Foundation Inc</a>	IA	\$109,437	Executive Director	\$8,379	<b>\$9,124</b>	2023
<a href="#">Community Action Trust Inc</a>	MA	\$110,500	Executive Director	\$22,999	<b>\$19,965</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to GA 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 GA 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](https://peerbasis.org/methodology).

## Sample, role match & sensitivity

PEER COUNT 26 organizations. Compensation range \$2,300–\$82,673; filing years 2023–2024.

SIZE BASIS	Matched on total revenue (\$79,093); for reference, expenses \$39,198 and assets \$7,152,999. <b>Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.</b>
ROLE MATCH	Keith Kirshner, reported title "CAO", benchmarked as Executive Director / CEO. <b>Selected as the organization's highest-paid individual without an exact title match — the board should confirm this is a comparable role.</b>
RELATED-ORG PAY	23 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	38 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	38 <sup>th</sup>
Reportable pay only (column D), adjusted	0 <sup>th</sup>
All sources (D + E + F), adjusted	35 <sup>th</sup>

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 (Keith Kirshner) 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 26 similarly situated organizations (Same NTEE sector (P11), nationwide + budget 0.67–1.5× revenue).

3. The authorized body determined that total compensation of \$14,940 is reasonable (approximately the 38<sup>th</sup> percentile of comparable organizations) and documented the basis for this determination concurrently, on [date] , by a vote of [\_\_ for / \_\_ against] .

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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.