

Norfolk Area Visitors Bureau

Executive Director / CEO

EIN 452099017
 NE · NTEE S41
 FY ending 2024-12-31
 June 10, 2026

This analysis benchmarks the total compensation of **Traci Jeffrey, Executive Director / CEO** (\$79,596) against **every comparable organization** that fit the selection criteria — **535** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **40th** percentile of comparable organizations within the typical range

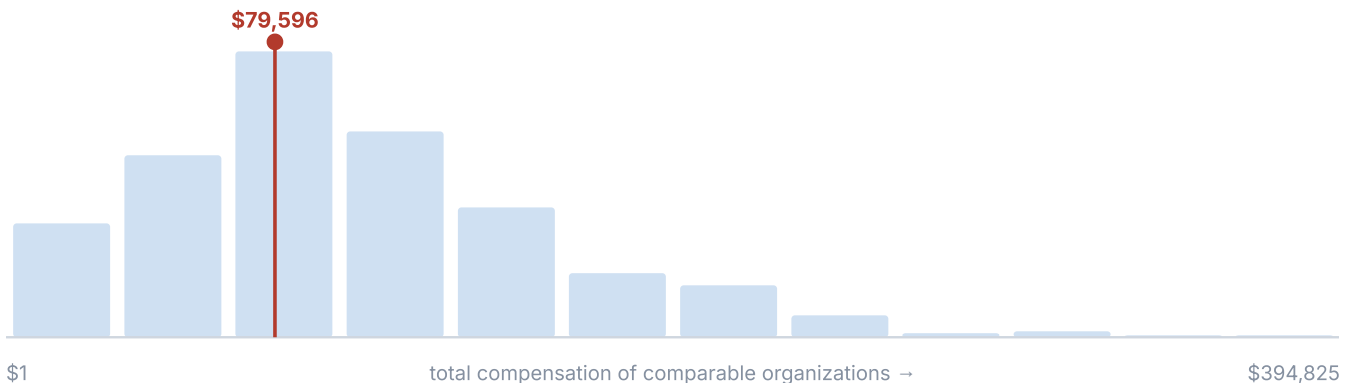
Benchmarked executive: Traci Jeffrey — reported title “EXECUTIVE DI”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (S41).
BUDGET	Total revenue between \$327,579 and \$733,386 — 0.67x to 1.50x the subject's \$488,924 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (S41), nationwide + budget 0.67–1.5x revenue.

535 organizations qualified on sector, size, and geography → **535** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$31,134	\$61,750	\$91,087	\$133,809	\$184,821	\$79,596
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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 NE 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
Homebuilders Association Of Jackson Inc	MS	\$488,928	Executive Vice President	\$99,810	\$103,354	2024
North Texas Gay Lesbian Bisexual	TX	\$489,096	President/ceo	\$92,672	\$86,189	2024
West Slope Colorado Oil & Gas	CO	\$489,396	Executive Director	\$175,345	\$156,323	2024
The Concrete Industry Board Inc	NY	\$488,205	Executive Director	\$66,615	\$57,620	2023
Ashland Alliance Corporation	KY	\$489,844	President	\$128,210	\$131,851	2023
Aerospace Futures Alliance Of Washington	WA	\$489,873	Executive Director (Thru 12/23)	\$138,128	\$118,376	2023
Medical Staff Of Childrens Hospital &	CA	\$487,290	President	\$35,000	\$28,099	2024
Town Of Los Gatos Chamber Of Commerce	CA	\$490,915	Exe Dir/secretary	\$129,465	\$101,261	2025
Visit Newberg	OR	\$486,604	Executive Di	\$100,577	\$86,840	2024
Renewable Energy Vermont Inc	VT	\$491,414	Executive Di	\$125,000	\$116,977	2024
Wisconsin High School Football	WI	\$485,679	Executive Director	\$55,000	\$52,028	2025
Greater Piedmont Area Association	VA	\$485,291	Executive Of	\$142,534	\$131,734	2023
Prof Golfers Ass'n Of Amer-illinois	IL	\$493,844	Executive Director	\$27,326	\$24,977	2024
Contractors Assoc Of	CA	\$494,054	Executive Dir.	\$110,801	\$91,583	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Fiscal Partners Inc	MA	\$483,314	President & Executive Dire	\$173,094	\$144,618	2024
Downtown Naperville Alliance	IL	\$495,476	Executive Dir.	\$84,046	\$79,091	2023
Downtown Community Partnership	ND	\$481,804	Ceo/president	\$69,556	\$73,065	2023
Lancaster County Chamber Of Commerce	SC	\$497,203	President	\$93,929	\$91,107	2024
Alliance For Dade Inc	GA	\$480,435	President And Ceo	\$70,875	\$66,257	2024
Connectup Institute	MN	\$479,058	President	\$88,833	\$84,021	2023
Las Vegas Chapter American Concrete	NV	\$499,189	Executive Di	\$69,000	\$62,647	2025
Workforce Fairness Institute Inc	VA	\$478,179	Secretary, Director	\$10,000	\$9,242	2023
Signature User Group Inc	FL	\$477,920	Executive Director	\$62,750	\$54,808	2024
Arkansas Ready Mixed Concrete Association Inc	AR	\$477,664	Exec Director	\$96,164	\$97,909	2025
Carolinas Chapter - Cmaa	NC	\$477,616	Member Services Manager	\$70,355	\$67,589	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to NE 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 NE 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 535 organizations. Compensation range \$1–\$394,825; filing years 2023–2025.

SIZE BASIS	Matched on total revenue (\$488,924); for reference, expenses \$471,238 and assets \$146,608.
ROLE MATCH	Traci Jeffrey, reported title " <i>EXECUTIVE DI</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	28 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	13 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	40 th
Total compensation (D + F), as reported (no adjustments)	33 rd
Reportable pay only (column D), adjusted	38 th
All sources (D + E + F), adjusted	36 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 (Traci Jeffrey) 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 10, 2026, comparing compensation against 535 similarly situated organizations (Same NTEE sector (S41), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$79,596 is reasonable (approximately the 40th 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 10, 2026.