

# Volunteer Odyssey

Executive Director / CEO

EIN 462558894

TN · NTEE A20

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Caroline Norris, Executive Director / CEO** (\$67,379) against **every comparable organization** that fit the selection criteria — **215** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **89<sup>th</sup>** percentile of comparable organizations within the typical range

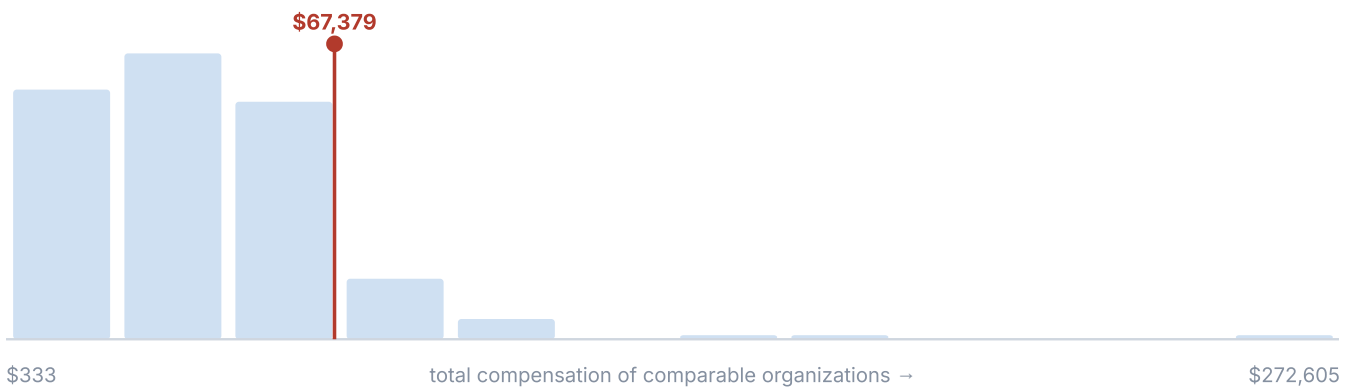
**Benchmarked executive:** Caroline Norris — reported title “EXECUTIVE DIRECTOR”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (A20).
BUDGET	Total revenue between \$131,904 and \$295,309 — 0.67x to 1.50x the subject's \$196,873 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (A20), nationwide + budget 0.67–1.5x revenue.

**215** organizations qualified on sector, size, and geography → **215** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$9,026	\$20,588	\$39,432	\$54,724	\$69,411	\$67,379
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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 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
<a href="#">Charles Houston Cultural Project Inc</a>	MA	\$197,585	President	\$16,798	<b>\$14,361</b>	2024
<a href="#">Empact Inc</a>	NY	\$198,656	President	\$5,000	<b>\$4,298</b>	2024
<a href="#">Philadelphia Folklore Project</a>	PA	\$193,855	Executive Di	\$13,000	<b>\$12,333</b>	2024
<a href="#">Baltimore Festival Of The Arts Inc</a>	MD	\$199,910	Ceo (Through 1/2023)	\$8,692	<b>\$7,959</b>	2023
<a href="#">Arts Center In Orange Inc</a>	VA	\$192,812	Executive Director	\$52,500	<b>\$48,225</b>	2024
<a href="#">Triangle Arts Association Limited</a>	NY	\$201,266	Executive Director	\$76,004	<b>\$65,338</b>	2024
<a href="#">Kunqu Society Inc</a>	NY	\$201,314	President/board Director	\$13,110	<b>\$10,980</b>	2025
<a href="#">Soon Is Now Inc</a>	NY	\$201,440	Secretary	\$1,500	<b>\$1,289</b>	2024
<a href="#">Arc Athens Inc</a>	NY	\$201,717	Executive Director	\$46,065	<b>\$39,600</b>	2024
<a href="#">North Bend Downtown Foundation</a>	WA	\$191,687	Executive Director	\$75,164	<b>\$64,021</b>	2024
<a href="#">The Roustabouts</a>	CA	\$202,254	Ceo	\$5,720	<b>\$4,838</b>	2023
<a href="#">Fine Arts Fiesta Inc</a>	PA	\$202,405	Exec Director	\$16,500	<b>\$15,654</b>	2024
<a href="#">Port Warwick Foundation</a>	VA	\$191,200	Executive Director	\$32,020	<b>\$30,282</b>	2023
<a href="#">The Wow Flower Project</a>	CA	\$202,883	Board Of Trustee	\$14,000	<b>\$11,841</b>	2023
<a href="#">Artstillery</a>	TX	\$202,962	Treasurer	\$59,888	<b>\$58,676</b>	2023
<a href="#">Prizm Projects Inc</a>	FL	\$190,595	President	\$2,500	<b>\$2,394</b>	2022
<a href="#">Siskiyou County Arts Council</a>	CA	\$203,220	Executive Dir.	\$48,146	<b>\$39,552</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Jookender Community Initiatives Inc</a>	MA	\$204,182	Ceo & Program Director	\$44,400	<b>\$36,979</b>	2025
<a href="#">Bird &amp; Beckett</a>	CA	\$188,725	Treasurer	\$27,759	<b>\$23,477</b>	2023
<a href="#">Markeim Arts Center</a>	NJ	\$205,115	Vice President	\$6,400	<b>\$5,436</b>	2024
<a href="#">Old Post Office Museum And Art Center</a>	TX	\$205,262	Executive Dir.	\$26,658	<b>\$25,369</b>	2024
<a href="#">Art Pot</a>	SC	\$205,365	Executive Dir.	\$75,184	<b>\$74,619</b>	2024
<a href="#">Arts &amp; Crafts Association Of Meriden</a>	CT	\$188,286	Treasurer	\$34,546	<b>\$30,021</b>	2025
<a href="#">Readingfilmfest</a>	PA	\$205,712	Executive Di	\$76,000	<b>\$72,103</b>	2024
<a href="#">Deaf Performing Artists Network</a>	MI	\$206,250	President	\$44,000	<b>\$43,206</b>	2024

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

## ● Sample, role match & sensitivity

PEER COUNT	215 organizations. Compensation range \$333–\$272,605; filing years 2021–2025.
SIZE BASIS	Matched on total revenue (\$196,873); for reference, expenses \$204,160 and assets \$70,996.
ROLE MATCH	Caroline Norris, reported title " <i>EXECUTIVE DIRECTOR</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	8 peers 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	89 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	83 <sup>rd</sup>
Reportable pay only (column D), adjusted	90 <sup>th</sup>
All sources (D + E + F), adjusted	86 <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 (Caroline 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 215 similarly situated organizations (Same NTEE sector (A20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$67,379 is reasonable (approximately the 89<sup>th</sup> 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.