

Jefferson County Festival Charities

Executive Director / CEO

EIN 844385983

TN · NTEE A27

FY ending 2023-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Jordan Key, Executive Director / CEO** (\$32,103) against the **2000** closest of **2,341** comparable organizations — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **44th** percentile of comparable organizations within the typical range

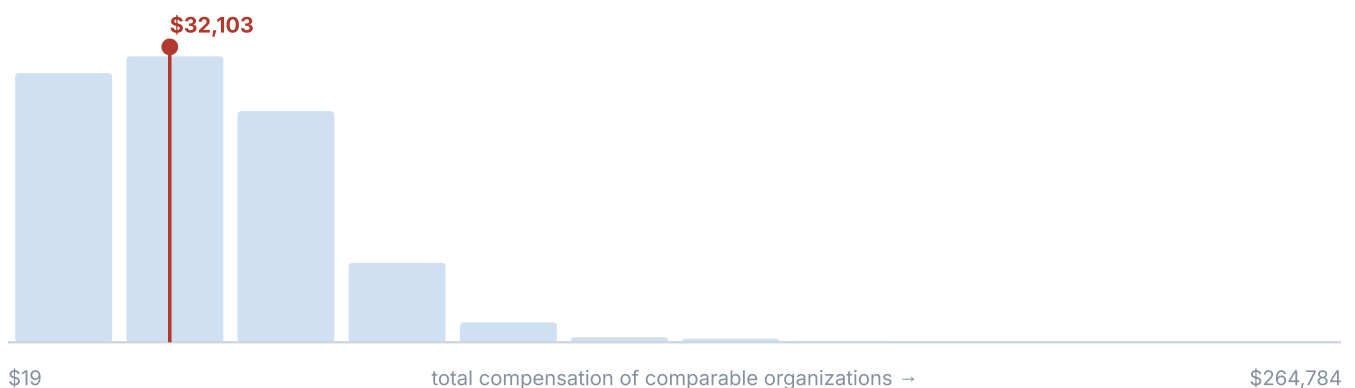
Benchmarked executive: Jordan Key — reported title "PAST DIRECTO", selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (A27).
BUDGET	Total revenue between \$146,817 and \$328,696 — 0.67x to 1.50x the subject's \$219,131 (the band tightens as size grows).
GEOGRAPHY	Same NTEE major group (A), nationwide + budget 0.67–1.5x revenue.

2,341 organizations qualified on sector, size, and geography → **2,000** within the band from the benchmarked peer set (closest by budget).

Distribution of comparable compensation



\$5,979	\$18,163	\$35,714	\$53,222	\$69,921	\$32,103
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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
Artlink Inc	IN	\$219,091	Executive Dir.	\$61,908	\$60,328	2024
Lyrical Opposition	CA	\$219,086	Board Member	\$22,500	\$18,484	2023
Artists Image Resource Inc	PA	\$218,967	Board Member & Executive D	\$52,000	\$47,918	2024
The Avenue Blackbox Inc	NY	\$218,958	Ceo	\$64,267	\$55,248	2023
Cultural Alliance Of Fairfield	CT	\$219,315	Executive Di	\$71,000	\$63,332	2023
Chelsea Community Cable Television Inc	MA	\$219,326	Executive Director	\$101,780	\$82,337	2025
Aloha Kuamo'o' Aina	HI	\$219,335	Admin Assistant	\$37,958	\$32,331	2023
5p Society	CA	\$219,370	Executive Vp	\$50,000	\$39,897	2024
Corrib Theatre	OR	\$219,389	Managing Director	\$63,358	\$55,975	2023
Chinese Center On Long Island Inc	NY	\$219,451	Director	\$6,532	\$5,455	2024
Packard Museum Association	OH	\$218,808	Executive Dir	\$61,205	\$59,902	2024
Randolph Arts Guild Inc	NC	\$219,464	Director	\$51,304	\$47,723	2025
She Nyc Arts Inc	NY	\$218,793	Artistic Executive Director	\$4,000	\$3,439	2023
Extra Mile Student Center	WA	\$218,788	Executive Director	\$60,000	\$51,105	2023
Creative Hearts Inc	NY	\$218,781	Director	\$33,800	\$28,223	2024
Bach Dancing & Dynamite Society Of Wisconsin Inc	WI	\$218,705	Executive Director	\$51,420	\$49,623	2024
Ballet Theatre San Luis Obispo	CA	\$219,597	President & Treasurer	\$6,295	\$5,023	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Spencer Cable Access Corporation	MA	\$219,617	Treasurer	\$2,000	\$1,661	2024
Grand Theatre Of Oelwein Inc	IA	\$219,679	Treasurer	\$25,760	\$27,933	2022
Cascade Symphony Orchestra Inc	WA	\$218,574	Executive Director	\$72,000	\$58,031	2025
Neighborhood North Museum Of Play	PA	\$219,690	Executive Director	\$51,897	\$49,236	2023
Patronus Group Inc	TX	\$218,550	Secretary	\$29,319	\$27,901	2023
Bucks County Choral Society	PA	\$219,753	Ex Officio	\$36,000	\$33,174	2024
Seattle Out And Proud Inc	WA	\$219,787	Executive Director	\$145,525	\$120,395	2024
Ad Relief Of Greater Los Angeles	CA	\$219,800	Exec. Director	\$62,500	\$51,343	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to TN 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 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.

● Sample, role match & sensitivity

PEER COUNT	2000 organizations. Compensation range \$19–\$264,784; filing years 2021–2025.
SIZE BASIS	Matched on total revenue (\$219,131); for reference, expenses \$270,181 and assets \$52,597.
ROLE MATCH	Jordan Key, reported title " <i>PAST DIRECTO</i> ", benchmarked as Executive Director / CEO. Selected as the organization's highest-paid individual without an exact title match — the board should confirm this is a comparable role.
RELATED-ORG PAY	59 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

OUTLIERS 33 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	44 th
Total compensation (D + F), as reported (no adjustments)	40 th
Reportable pay only (column D), adjusted	45 th
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 (Jordan Key) 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 2000 similarly situated organizations (Same NTEE major group (A), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$32,103 is reasonable (approximately the 44th 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.