

This analysis benchmarks the total compensation of **Christie Holliday, Executive Director / CEO** (\$53,400) against **every comparable organization** that fit the selection criteria — **38** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **53rd** percentile of comparable organizations within the typical range

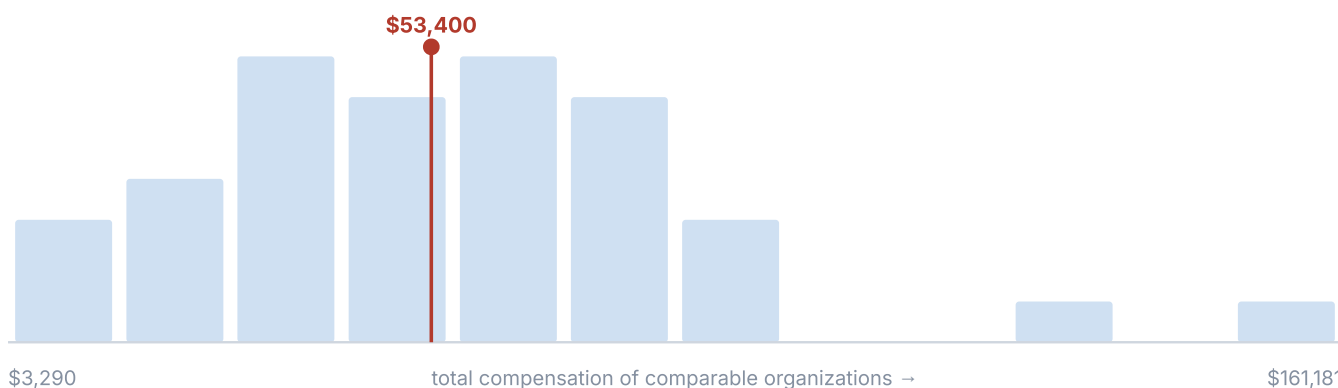
Benchmarked executive: Christie Holliday — reported title “Director - Creative Arts”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

- SECTOR** Organizations sharing the subject's NTEE classification (O55).
- BUDGET** Total revenue between \$216,148 and \$483,913 — 0.67x to 1.50x the subject's \$322,609 (the band tightens as size grows).
- GEOGRAPHY** Same NTEE sector (O55), nationwide + budget 0.67–1.5x revenue.

38 organizations qualified on sector, size, and geography → **38** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$21,571	\$32,731	\$52,902	\$75,112	\$88,779	\$53,400
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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 PA 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
Clemson Area Classical Academy	SC	\$323,720	Executive Director	\$12,585	\$12,827	2025
Youth For Christ Usa Inc So Calif	CA	\$312,741	Board Member	\$62,803	\$52,979	2025
Itasca Youth For Christ	MN	\$335,375	Executive Director	\$79,022	\$76,281	2025
Cowboy At The Cross Ministries	CO	\$309,220	Pres/lead Pasto	\$54,788	\$51,323	2025
Brilla Soccer Ministries Inc	MS	\$304,918	Executive Director	\$70,833	\$79,109	2024
Metro Atlanta Youth For Christ Inc	GA	\$302,522	Executive Director	\$94,662	\$92,985	2025
Davids Table Inc	SC	\$344,578	Executive Di	\$26,532	\$28,576	2023
Child Evangelism Fellowship Of	PA	\$351,471	State Direct	\$64,211	\$64,211	2024
Stars Sports Club	SC	\$290,193	Executive Di	\$90,090	\$91,817	2025
Launch Ministries Inc	ID	\$356,706	Executive Di	\$76,230	\$81,318	2024
Next Generation Ministries Inc	LA	\$283,541	Ceo, Director	\$60,360	\$66,649	2024
Youth For Christeastern Oregon Inc	OR	\$365,194	Director	\$69,553	\$63,100	2025
E2ten Mission	CA	\$279,547	President	\$27,242	\$23,589	2024
Oneu Md Inc	MD	\$366,144	President Campus Director	\$72,676	\$66,378	2025
Generation Life	PA	\$275,422	Director	\$15,440	\$15,440	2024
Twin Peaks Bible Camp	CO	\$272,620	Executive Director	\$58,999	\$58,406	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Anhar Institute	GA	\$271,596	Executive Director	\$34,000	\$34,281	2024
Kings Kids El Paso Inc	TX	\$269,908	Outreach	\$72,000	\$72,222	2024
Youth With A Mission - Atlanta Inc	GA	\$376,156	Director / Secretary - Treasurer	\$45,333	\$44,529	2025
Arizona Urban Youth Ministries	AZ	\$256,762	Program Manager	\$64,604	\$62,304	2024
Urban Church Advocates	IL	\$255,801	President	\$55,000	\$52,824	2025
Anglican Youth Ministry	NC	\$255,273	Acting Director	\$44,084	\$45,677	2024
Lighthouse Community Center	WA	\$248,689	President	\$46,123	\$42,632	2023
Kansas Bible Camp Inc	KS	\$243,192	Director	\$20,860	\$22,016	2025
Whole Again	OH	\$404,236	Executive Director	\$80,000	\$87,477	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to PA 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 PA 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	38 organizations. Compensation range \$3,290–\$161,181; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$322,609); for reference, expenses \$301,890 and assets \$66,927.
ROLE MATCH	Christie Holliday, reported title " <i>Director - Creative Arts</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.

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	53 rd
Total compensation (D + F), as reported (no adjustments)	45 th
Reportable pay only (column D), adjusted	53 rd
All sources (D + E + F), adjusted	53 rd

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 (Christie Holliday) 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 38 similarly situated organizations (Same NTEE sector (O55), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$53,400 is reasonable (approximately the 53rd 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.