

Educational Advisory Foundation Inc

Executive Director / CEO

EIN 331140313

GA · NTEE B90

FY ending 2023-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Cindy Howell, Executive Director / CEO** (\$16,000) against **every comparable organization** that fit the selection criteria — **302** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **17th** percentile of comparable organizations below the typical range for comparable organizations

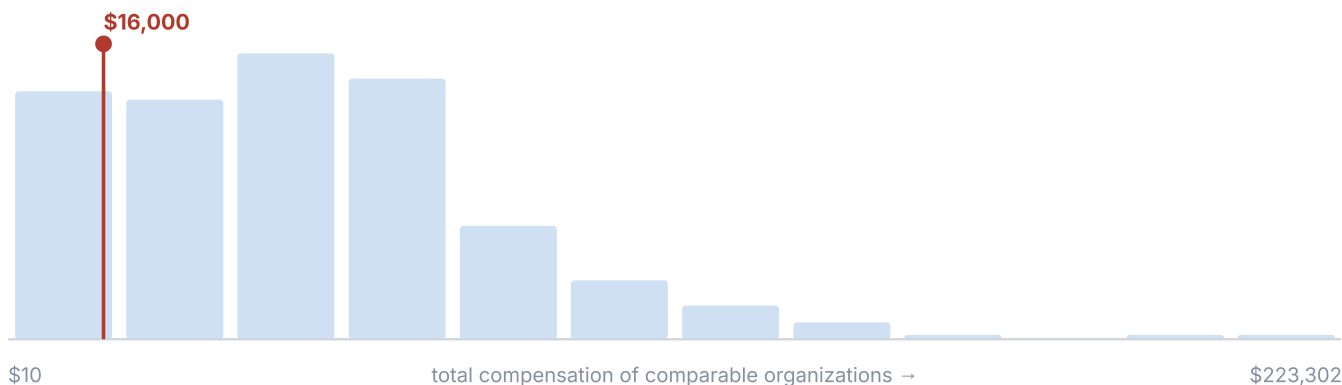
Benchmarked executive: Cindy Howell — reported title "President", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (B90).
BUDGET	Total revenue between \$134,670 and \$301,500 — 0.67x to 1.50x the subject's \$201,000 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B90), nationwide + budget 0.67–1.5x revenue.

302 organizations qualified on sector, size, and geography → **302** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$10,148	\$21,757	\$46,511	\$68,545	\$92,363	\$16,000
----------	----------	----------	----------	----------	----------



■ 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
Changing Expectations Corp	TX	\$201,110	Founder And Ceo	\$113,206	\$109,392	2024
Love We Dont See	CA	\$200,612	Ceo	\$47,294	\$38,434	2025
Educational Leadership Foundation Of New Jersey Inc	NJ	\$201,523	Executive Director	\$18,500	\$15,545	2025
Eg Prep Education Inc	NY	\$200,407	Executive Di	\$6,321	\$5,518	2024
The Early Learning Partnership Of	SC	\$201,777	Executive Di	\$45,788	\$44,955	2025
Grace Education & Business	FL	\$201,797	Director	\$45,757	\$42,751	2023
Seminary For The Third Millennium	FL	\$200,165	President	\$14,765	\$13,795	2023
Community Pantry & Emerg Srvs Inc	NE	\$199,807	Director	\$9,000	\$9,627	2023
Advance	CA	\$199,291	Executive Dir.	\$39,000	\$32,532	2024
Spreading Hope Inc	MN	\$199,217	Secretary	\$17,667	\$16,429	2025
Family Child Care Providers Association Of San Francisco Inc	CA	\$202,970	Executive Director	\$45,637	\$39,193	2023
K12c Solutions	MI	\$203,124	Chief Executive Officer	\$32,974	\$33,849	2023
Teacher Apprenticeship Network	NJ	\$203,250	Executive Director	\$13,847	\$11,943	2024
Lindale Isd Education Foundation Inc	TX	\$197,971	Executive Dir.	\$33,920	\$32,778	2024
Gethsemane Ranch Inc	FL	\$204,030	Secretary	\$20,244	\$18,371	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Hampton Roads Chess Association	VA	\$204,156	Executive Director	\$40,598	\$37,867	2024
Veritas Classical School Inc	MS	\$197,652	President	\$79,080	\$85,082	2024
Gilbert Albert Community Center Inc	MA	\$197,000	Executive Director	\$25,000	\$21,702	2024
Amplify Arts	NE	\$205,050	Executive Co-director	\$67,688	\$72,405	2023
Glenhagen Farm Retreat	IL	\$196,629	Director	\$2,650	\$2,591	2023
Nicaphoto Inc	CT	\$205,786	President	\$26,000	\$23,549	2024
Nami Of Fairbanks Alaska Inc	AK	\$206,276	Executive Director	\$62,400	\$59,332	2023
Black Educational Achievement Movement	OR	\$195,661	President	\$84,086	\$75,433	2024
Braination Foundation	TX	\$195,476	Board Member	\$15,120	\$14,610	2024
Quality Champions For Life	OH	\$206,795	Executive Director	\$22,000	\$22,510	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.

■ Sample, role match & sensitivity

PEER COUNT **302** organizations. Compensation range \$10–\$223,302; filing years 2021–2025.

SIZE BASIS Matched on total revenue (\$201,000); for reference, expenses \$201,121 and assets \$79,779.

ROLE MATCH	Cindy Howell, reported title " <i>President</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	19 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	4 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	17 th
Total compensation (D + F), as reported (no adjustments)	15 th
Reportable pay only (column D), adjusted	21 st
All sources (D + E + F), adjusted	14 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 (Cindy Howell) 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 302 similarly situated organizations (Same NTEE sector (B90), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$16,000 is reasonable (approximately the 17th 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.