

Kingsport Christian Academy

Executive Director / CEO

EIN 383720352

TN · NTEE B28

FY ending 2025-07-31

June 9, 2026

This analysis benchmarks the total compensation of **Cynthia Carr, Executive Director / CEO** (\$25,603) against **every comparable organization** that fit the selection criteria — **82** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **18th** percentile of comparable organizations below the typical range for comparable organizations

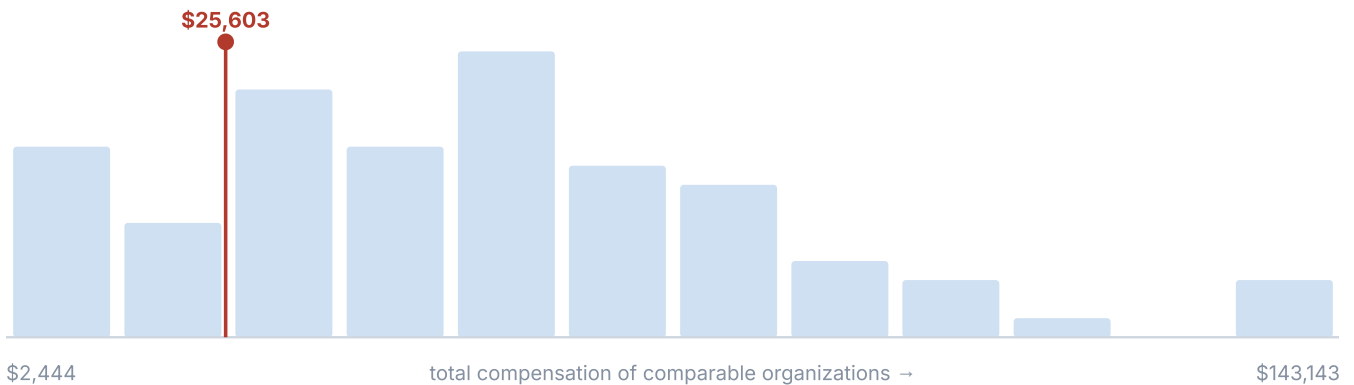
Benchmarked executive: Cynthia Carr — reported title "DIRECTOR/ADMINISTRATOR", selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

- SECTOR** Organizations sharing the subject's NTEE classification (B28).
- BUDGET** Total revenue between \$252,033 and \$564,253 — 0.67x to 1.50x the subject's \$376,169 (the band tightens as size grows).
- GEOGRAPHY** Same NTEE sector (B28), nationwide + budget 0.67–1.5x revenue.

82 organizations qualified on sector, size, and geography → **82** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$12,790	\$28,918	\$51,746	\$69,511	\$94,149	\$25,603
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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
Take Note Studio Inc	WI	\$378,193	Executive Director	\$98,083	\$100,029	2024
Azalea Montessori Elementary Nature School	OH	\$378,989	Executive Director	\$60,000	\$62,058	2024
Inspiring Minds	ND	\$380,097	President	\$74,778	\$80,136	2024
New Castle Learning Advantage	CO	\$382,113	Executive Di	\$14,834	\$13,890	2024
Clover Montessori School	PA	\$383,799	Board President, Founding Teacher Leader	\$67,000	\$67,173	2023
Mission Empower	PA	\$386,847	Executive Dir.	\$33,877	\$32,990	2024
Flor De Loto Montessori Corp	PR	\$364,110	Employee	\$36,321	\$37,282	2024
Alexsander Academy Inc	GA	\$390,034	Executive Di	\$100,130	\$98,315	2024
New Vision Aviation	CA	\$361,981	President	\$33,040	\$28,683	2023
Huaxia Chinese School At Bergen Inc	NJ	\$390,653	Principal	\$8,713	\$7,597	2024
The Italian American Club Foundation	MN	\$391,509	President	\$9,000	\$8,684	2024
Disability Independence Group Inc	FL	\$357,596	Executive Director	\$101,538	\$95,899	2023
Snowdrop Montessori School Inc	MA	\$396,087	President	\$60,000	\$52,651	2024
Clarke County Education Foundation Inc	VA	\$397,863	Executive Dir.	\$40,040	\$37,752	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
I Fly Young Inc	CA	\$353,164	Ceo Principle	\$64,750	\$56,211	2023
Exceptional Education Outreach Inc	FL	\$402,749	President & Ceo	\$26,606	\$25,129	2023
Blazing Stars Montessori School Inc	FL	\$403,928	Officer	\$57,876	\$53,093	2024
Roxbury Roots Montessori Inc	MA	\$404,189	President & Ceo	\$70,705	\$63,877	2023
The Social Engineering Project	CA	\$405,321	Director	\$92,308	\$77,836	2024
Inclusive Academy	AZ	\$346,468	Chief Executive Officer Director	\$24,645	\$23,145	2024
Spectrum Of Joy Inc	AZ	\$407,281	President	\$10,854	\$9,931	2025
No More Sidelines	MI	\$408,828	Ceo	\$26,000	\$26,206	2024
Crest Education Center	CA	\$339,380	Treasurer	\$53,572	\$48,415	2022
Hope Springs Christian Learning Center Inc	GA	\$413,039	Ceo	\$39,930	\$39,206	2024
Classylinks Creative Consultan	FL	\$338,829	Treasurer	\$12,000	\$11,009	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 2025 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 **82** organizations. Compensation range \$2,444–\$143,143; filing years 2022–2025.

SIZE BASIS Matched on total revenue (\$376,169); for reference, expenses \$304,225 and assets \$125,673.

ROLE MATCH Cynthia Carr, reported title "*DIRECTOR/ADMINISTRATOR*", 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 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	18 th
Total compensation (D + F), as reported (no adjustments)	17 th
Reportable pay only (column D), adjusted	18 th
All sources (D + E + F), adjusted	18 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 (Cynthia Carr) 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 82 similarly situated organizations (Same NTEE sector (B28), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$25,603 is reasonable (approximately the 18th 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.