

Silver Spruce Academy Inc

Executive Director / CEO

EIN 463555425

CO · NTEE B20

FY ending 2024-06-30

June 9, 2026

This analysis benchmarks the total compensation of **Natalie Horn-howard, Executive Director / CEO** (\$71,384) against **every comparable organization** that fit the selection criteria — **225** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 81st percentile of comparable organizations

within the typical range

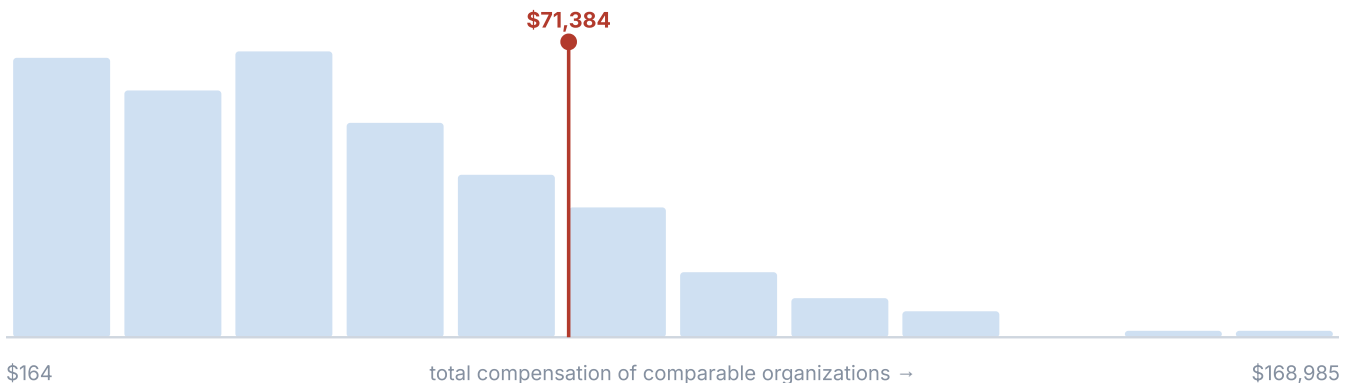
Benchmarked executive: Natalie Horn-howard — reported title "EXECUTIVE DI", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (B20).
BUDGET	Total revenue between \$202,016 and \$452,275 — 0.67x to 1.50x the subject's \$301,517 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B20), nationwide + budget 0.67–1.5x revenue.

225 organizations qualified on sector, size, and geography → **225** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$7,397	\$19,240	\$38,809	\$63,187	\$81,841	\$71,384
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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 CO 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
Saint Francis Montessori Christian	TX	\$301,529	Director	\$39,900	\$41,624	2024
Singing Cedars School Inc	IA	\$300,841	Board Member	\$35,000	\$41,147	2023
Polska Szkoła Im Sw Jana Pawla II Inc	IL	\$302,206	Treasurer	\$1,300	\$1,298	2025
Little River Community School	NY	\$302,328	President/treasurer	\$34,330	\$31,518	2025
Arecibo Baseball Academy Inc	PR	\$299,223	President	\$31,050	\$31,050	2024
The Potters House Foundation	MI	\$304,008	Superintendent	\$11,545	\$12,794	2023
Dry Fork Christian School Inc	VA	\$298,615	President	\$36,603	\$36,857	2024
Montgomery Area Court Referral Prog	AL	\$305,406	Executive Di	\$83,404	\$93,969	2024
Randolph Education Association Inc	MA	\$295,784	President	\$7,000	\$6,391	2025
Escuela Aurora Inc	PR	\$292,982	President	\$31,040	\$31,957	2023
Kings Way	NY	\$292,461	Director Of Business	\$43,095	\$39,565	2025
Preparatory School Of The District Of Columbia Inc	DC	\$291,686	Executive Director	\$45,346	\$42,724	2023
Alpine Valley School	CO	\$311,837	Director	\$74,603	\$74,603	2024
Austin Japanese School Inc	TX	\$290,647	Administration	\$7,570	\$7,694	2025

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Ohio Christian Academy Inc	OH	\$290,417	President	\$23,083	\$25,497	2024
Advance Learning Academy	GA	\$313,808	Pres/adminis	\$23,773	\$25,665	2023
Atlanta Young Singers Of Callanwolde In	GA	\$313,868	Executive Director	\$50,667	\$53,130	2024
Florida Academy Of Excellence	FL	\$287,206	President Chief Academic Officer	\$7,500	\$7,348	2024
Annette Mains Ministries Inc	IN	\$285,821	Elem Ed Dire	\$62,400	\$68,626	2024
Cohutta Arrows Kingdom Academy	GA	\$317,459	President	\$19,167	\$20,099	2024
Knox Forest School	TN	\$284,687	Director And Board President	\$55,720	\$61,081	2024
River Of Life School	MI	\$318,788	Principal	\$105,400	\$113,456	2024
Teach Our Children Fund Inc	IN	\$319,004	Executive Di	\$60,296	\$64,603	2025
Expatriate Education International	IN	\$284,021	President & Ceo	\$14,400	\$15,837	2024
Community Resources Inc	CO	\$319,295	Executive Direcotr	\$88,248	\$85,973	2025

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CO 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 CO 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	225 organizations. Compensation range \$164–\$168,985; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$301,517); for reference, expenses \$249,052 and assets \$202,233.
ROLE MATCH	Natalie Horn-howard, reported title "EXECUTIVE DI", 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	2 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	81 st
Total compensation (D + F), as reported (no adjustments)	83 rd
Reportable pay only (column D), adjusted	83 rd
All sources (D + E + F), adjusted	79 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 (Natalie Horn-howard) 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 225 similarly situated organizations (Same NTEE sector (B20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$71,384 is reasonable (approximately the 81st 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.