

# Cape Cod Christian Academy Inc

Executive Director / CEO

EIN 851372981

MA · NTEE B24

FY ending 2024-06-30

June 10, 2026

This analysis benchmarks the total compensation of **Tracy L Waters, Executive Director / CEO** (\$47,400) against **every comparable organization** that fit the selection criteria — **106** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **52<sup>nd</sup>** percentile of comparable organizations within the typical range

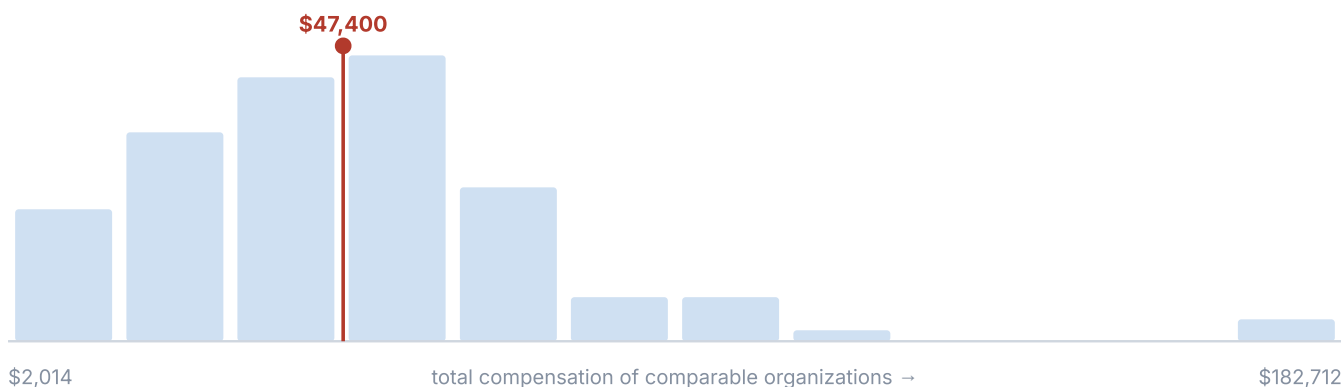
**Benchmarked executive:** Tracy L Waters — reported title “EXECUTIVE DI”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (B24).
BUDGET	Total revenue between \$199,655 and \$446,991 — 0.67x to 1.50x the subject's \$297,994 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B24), nationwide + budget 0.67–1.5x revenue.

**106** organizations qualified on sector, size, and geography → **106** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$14,455	\$27,354	\$46,092	\$61,215	\$78,239	\$47,400
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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 MA 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
<a href="#">The Learning Well</a>	WA	\$300,447	Director Of Education	\$31,717	<b>\$32,534</b>	2023
<a href="#">Mid Cities Christian Academy</a>	TX	\$294,632	Director	\$42,000	<b>\$48,135</b>	2023
<a href="#">St Sophia Classical Academy Foundation</a>	OK	\$302,320	President	\$4,553	<b>\$5,436</b>	2025
<a href="#">Quality Education Institute Of Durham Inc Q E I D</a>	NC	\$302,989	Principal	\$36,000	<b>\$41,394</b>	2024
<a href="#">Kingston Montessori Academy</a>	TX	\$303,350	President	\$35,000	<b>\$40,112</b>	2023
<a href="#">Magnolia Montessori</a>	KY	\$290,390	President	\$26,308	<b>\$31,453</b>	2024
<a href="#">Trinity Classical Academy</a>	MS	\$307,601	Head Of School	\$8,167	<b>\$10,421</b>	2023
<a href="#">Copeland Run Academy</a>	PA	\$288,066	Director	\$41,538	<b>\$46,097</b>	2024
<a href="#">Brite Bringing Relief International</a>	FL	\$285,994	Trustee	\$16,154	<b>\$16,888</b>	2024
<a href="#">Birch School Inc</a>	NY	\$311,558	Executive Di	\$62,250	<b>\$62,597</b>	2024
<a href="#">Rochester Classical Academy</a>	NY	\$313,821	Head Of School	\$50,000	<b>\$51,764</b>	2023
<a href="#">Gardenview Montessori School</a>	WA	\$314,374	Director	\$54,819	<b>\$54,617</b>	2024
<a href="#">Big Leaf Montessori</a>	WA	\$314,984	Head Of Scho	\$35,395	<b>\$36,306</b>	2023
<a href="#">Bloom Community School Inc</a>	IL	\$280,544	Board Member	\$62,738	<b>\$68,638</b>	2024
<a href="#">Reach Academy Inc</a>	FL	\$317,631	Director	\$55,814	<b>\$56,844</b>	2025

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Capitol Hill Academy</a>	UT	\$276,029	Officer	\$39,000	<b>\$45,731</b>	2023
<a href="#">Mercy Prepratory Academy</a>	TX	\$319,962	Founder	\$20,833	<b>\$23,875</b>	2023
<a href="#">Eddlemon Child Development Center</a>	SC	\$274,329	Cdc Director	\$40,755	<b>\$48,712</b>	2023
<a href="#">Aurora School</a>	VT	\$322,056	President	\$38,136	<b>\$41,614</b>	2025
<a href="#">Great River Montessori Inc</a>	WI	\$322,872	Secretary Co-founder	\$55,328	<b>\$66,201</b>	2023
<a href="#">Maranatha Academy Inc</a>	WI	\$323,010	Administratortrustee	\$32,011	<b>\$37,203</b>	2024
<a href="#">Down To Earth Nonprofit</a>	OR	\$326,089	Executive Director	\$48,583	<b>\$50,207</b>	2024
<a href="#">Mandarin Academy</a>	CA	\$269,316	Vice President And Lead Teacher	\$113,420	<b>\$108,988</b>	2024
<a href="#">Cabot Christian School</a>	AR	\$268,929	President	\$2,250	<b>\$2,814</b>	2024
<a href="#">Cambria School Of Excellence Inc</a>	NY	\$327,723	Director	\$24,000	<b>\$24,134</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MA 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 MA 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](https://peerbasis.org/methodology).

## ● Sample, role match & sensitivity

**PEER COUNT** 106 organizations. Compensation range \$2,014–\$182,712; filing years 2022–2025.

**SIZE BASIS** Matched on total revenue (\$297,994); for reference, expenses \$268,131 and assets \$125,462.

<b>ROLE MATCH</b>	Tracy L Waters, reported title <i>"EXECUTIVE DI"</i> , benchmarked as Executive Director / CEO. The title maps directly to this role.
<b>RELATED-ORG PAY</b>	1 peer report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
<b>OUTLIERS</b>	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	52 <sup>nd</sup>
Total compensation (D + F), as reported (no adjustments)	58 <sup>th</sup>
Reportable pay only (column D), adjusted	55 <sup>th</sup>
All sources (D + E + F), adjusted	52 <sup>nd</sup>

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 (Tracy L Waters) 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 10, 2026, comparing compensation against 106 similarly situated organizations (Same NTEE sector (B24), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$47,400 is reasonable (approximately the 52<sup>nd</sup> 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 10, 2026.