

Island Waldorf Community Inc

Executive Director / CEO

EIN 223200998

MA · NTEE O99

FY ending 2023-06-30

June 9, 2026

This analysis benchmarks the total compensation of **Lucia Dillon, Executive Director / CEO** (\$14,975) against **every comparable organization** that fit the selection criteria — **75** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **11th** percentile of comparable organizations below the typical range for comparable organizations

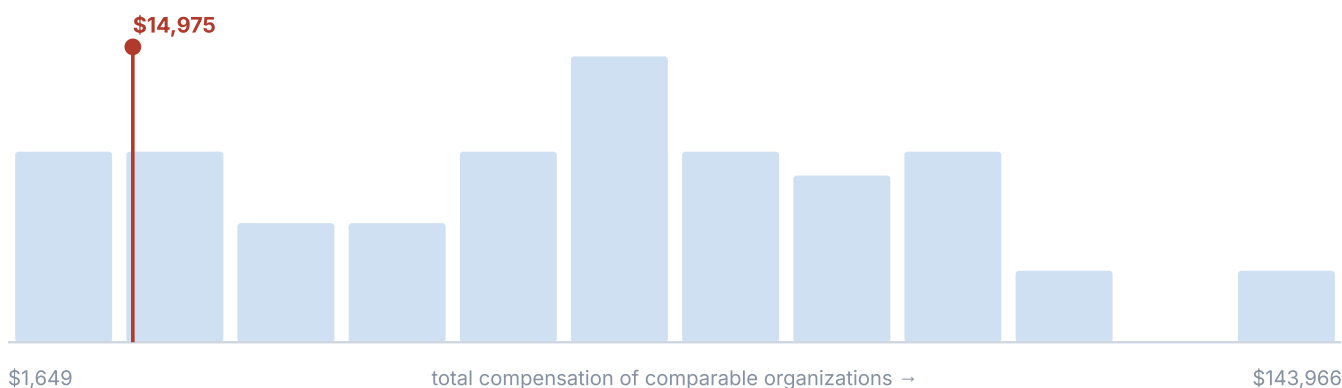
Benchmarked executive: Lucia Dillon — reported title “DIRECTOR & TEACHER”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

| | |
|-----------|---|
| SECTOR | Organizations sharing the subject's NTEE classification (O99). |
| BUDGET | Total revenue between \$326,389 and \$730,723 — 0.67x to 1.50x the subject's \$487,149 (the band tightens as size grows). |
| GEOGRAPHY | Same NTEE sector (O99), nationwide + budget 0.67–1.5x revenue. |

75 organizations qualified on sector, size, and geography → **75** within the band form the benchmarked peer set.

Distribution of comparable compensation



| | | | | | |
|----------|----------|----------|----------|-----------|----------|
| \$14,249 | \$32,286 | \$65,734 | \$85,831 | \$101,861 | \$14,975 |
|----------|----------|----------|----------|-----------|----------|



■ 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 |
|---|-------|-----------|-------------------------------|-----------------|------------------|------|
| Team Wilderness Inc | NJ | \$486,965 | Executive Dir. | \$82,308 | \$79,433 | 2024 |
| Jeremiah Foundation Inc | VA | \$486,306 | Executive Dir | \$66,371 | \$69,268 | 2024 |
| Therapeutic Ranch For Animals And Kids | AZ | \$488,233 | Executive Director | \$76,369 | \$79,387 | 2024 |
| Children's Services Council Of | FL | \$492,184 | Executive Director/ceo | \$83,962 | \$85,256 | 2024 |
| Youth Fund Of Southern California | CA | \$492,806 | Trustee | \$30,000 | \$28,000 | 2024 |
| True North Youth Program | CO | \$480,090 | Executive Director | \$90,815 | \$94,125 | 2024 |
| The Bottomless Toy Chest Inc | MI | \$494,488 | Executive Di | \$21,539 | \$24,030 | 2024 |
| Hillside Connection | CO | \$473,882 | Founder | \$64,581 | \$66,935 | 2024 |
| Youth In Focus | WA | \$506,902 | Executive Dir. | \$113,765 | \$110,094 | 2024 |
| Montanova Stables Foundation | VA | \$507,291 | President | \$36,400 | \$39,111 | 2023 |
| Girls At Work Inc | NH | \$509,793 | Executive Director | \$83,167 | \$85,457 | 2023 |
| Nubability Athletics Foundation | IL | \$514,063 | President | \$56,123 | \$59,639 | 2024 |
| North Manatee Soccer Club | FL | \$459,982 | General Manager | \$22,000 | \$21,763 | 2025 |
| Future Urban Leaders | WI | \$459,581 | Executiver Director - Current | \$96,519 | \$108,955 | 2024 |
| Big Brothers Big Sisters Of Central | MO | \$514,907 | Executive Di | \$86,852 | \$99,431 | 2024 |
| Methow Valley Nordic Ski Educational Foundation | WA | \$458,321 | Executive Director | \$28,123 | \$26,514 | 2025 |

| ORGANIZATION | STATE | REVENUE | MATCHED TITLE | COMP (REPORTED) | COMP (ADJUSTED) | FY |
|---|-------|-----------|--------------------|-----------------|-----------------|------|
| Harvest Foundation Inc | MO | \$458,249 | President | \$1,440 | \$1,649 | 2024 |
| Young Kings And Queens Inc | MI | \$519,254 | President | \$40,587 | \$45,282 | 2024 |
| Indiana Center For Prevention Of Youth | IN | \$523,465 | Executive Director | \$85,938 | \$97,957 | 2024 |
| Njsa Inc | CT | \$448,996 | Director | \$16,000 | \$15,797 | 2025 |
| Helping Hands Adult Day Care | CA | \$529,161 | Executive Dir. | \$31,278 | \$30,056 | 2023 |
| Rise Up For Youth Inc | KS | \$440,519 | Executive Di | \$78,123 | \$91,227 | 2024 |
| Projectivity Group Inc | NY | \$440,425 | Executive Director | \$42,692 | \$41,698 | 2024 |
| Cochise Christian School Tuition Organization Inc | AZ | \$432,094 | Director | \$55,132 | \$57,311 | 2024 |
| The Elm Project | CT | \$429,437 | Executive Director | \$89,040 | \$90,238 | 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 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 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.

● Sample, role match & sensitivity

| | |
|-----------------|---|
| PEER COUNT | 75 organizations. Compensation range \$1,649–\$143,966; filing years 2023–2025. |
| SIZE BASIS | Matched on total revenue (\$487,149); for reference, expenses \$429,664 and assets \$1,327,725. |
| ROLE MATCH | Lucia Dillon, reported title " <i>DIRECTOR & TEACHER</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. |
| RELATED-ORG PAY | 4 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material. |

Sensitivity — the subject's percentile under alternative compensation definitions:

| BASIS | SUBJECT PERCENTILE |
|---|--------------------|
| Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default | 11 th |
| Total compensation (D + F), as reported (no adjustments) | 11 th |
| Reportable pay only (column D), adjusted | 15 th |
| All sources (D + E + F), adjusted | 9 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 (Lucia Dillon) 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 75 similarly situated organizations (Same NTEE sector (O99), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$14,975 is reasonable (approximately the 11th 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.