

# Montessori In The Woods Inc

Executive Director / CEO

EIN 251811011

PA · NTEE B21

FY ending 2023-06-30

June 9, 2026

This analysis benchmarks the total compensation of **Tracy Wilczynski, Executive Director / CEO** (\$50,000) against **every comparable organization** that fit the selection criteria — **301** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **58<sup>th</sup>** percentile of comparable organizations within the typical range

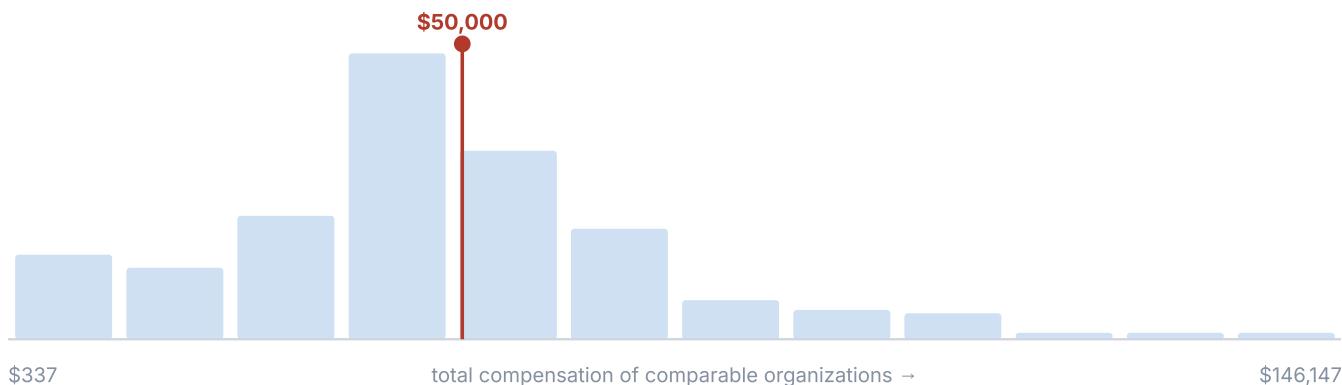
**Benchmarked executive:** Tracy Wilczynski — reported title “Executive Director”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

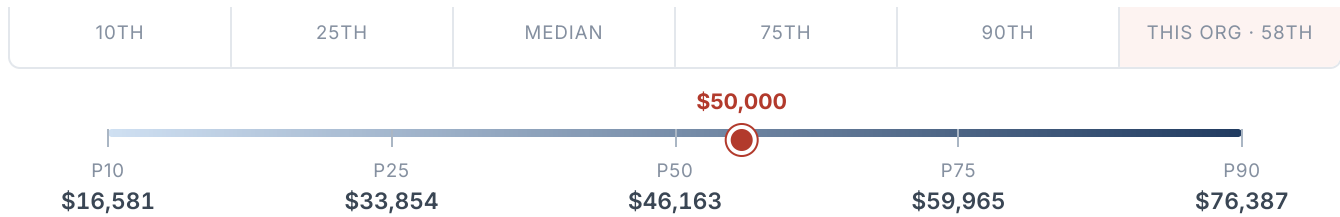
SECTOR	Organizations sharing the subject's NTEE classification (B21).
BUDGET	Total revenue between \$241,135 and \$539,856 — 0.67x to 1.50x the subject's \$359,904 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B21), nationwide + budget 0.67–1.5x revenue.

**301** organizations qualified on sector, size, and geography → **301** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$16,581	\$33,854	\$46,163	\$59,965	\$76,387	\$50,000
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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 PA 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="#">Mckeen Street Learning Center</a>	ME	\$359,407	President/director	\$78,321	<b>\$76,387</b>	2024
<a href="#">Mia Bella Child Discovery Center Inc</a>	FL	\$360,462	Director And President	\$27,346	<b>\$25,021</b>	2024
<a href="#">Fuzzy Bear Ministry Preschool &amp; Day</a>	IN	\$360,690	Office Manag	\$30,671	<b>\$32,434</b>	2023
<a href="#">Glenridge Nursery School</a>	CA	\$361,159	Program Dir	\$149,326	<b>\$125,591</b>	2024
<a href="#">Haytown Road Nursery School</a>	NJ	\$358,488	School Director	\$47,016	<b>\$42,094</b>	2023
<a href="#">Live Oak Preschool</a>	CA	\$358,451	Executive Dir.	\$75,665	<b>\$61,998</b>	2025
<a href="#">Spring Hill Center</a>	NH	\$357,304	Program Director	\$49,527	<b>\$44,543</b>	2024
<a href="#">Asbury Preschool</a>	NC	\$363,456	Director	\$18,400	<b>\$18,040</b>	2025
<a href="#">Centro De Educacion Integral Soles Del Jardin Inc</a>	PR	\$363,804	Director	\$2,400	<b>\$2,271</b>	2025
<a href="#">Bee Loved Preschool A Preschool Of Bcumc</a>	TX	\$355,942	Bee Loved Director	\$53,125	<b>\$50,426</b>	2025
<a href="#">Colebrook Community Child Care</a>	NH	\$354,795	Executive Director	\$60,702	<b>\$54,593</b>	2024
<a href="#">Early Foundations Inc</a>	PA	\$354,551	President	\$15,261	<b>\$15,261</b>	2023
<a href="#">Tauxemont Cooperative Preschool Inc</a>	VA	\$365,352	Director/teacher	\$61,933	<b>\$59,965</b>	2023
<a href="#">Touch Heart Center For Development Inc</a>	VA	\$354,268	Director	\$21,500	<b>\$20,219</b>	2024
<a href="#">The Way Enterprises Inc</a>	CA	\$354,246	Ceo	\$46,000	<b>\$37,692</b>	2025

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Childrens Center Inc</a>	CT	\$365,688	President, Director	\$61,669	<b>\$56,319</b>	2024
<a href="#">Massachusetts Head Start Association Inc</a>	MA	\$353,945	Executive Director	\$112,997	<b>\$98,901</b>	2024
<a href="#">Christ Our Savior Academy Inc</a>	TN	\$366,200	Director	\$63,430	<b>\$66,859</b>	2023
<a href="#">The Childrens Institute At Jericho Inc</a>	VT	\$366,602	Director	\$67,332	<b>\$66,009</b>	2024
<a href="#">Jens Infants And Toddlers Inc</a>	LA	\$352,583	President	\$35,630	<b>\$38,214</b>	2024
<a href="#">Mendon Community Nursery School</a>	NY	\$367,557	Executive Direc	\$23,939	<b>\$20,527</b>	2025
<a href="#">4corners Community Nursery Inc</a>	MD	\$367,697	Executive Director	\$39,980	<b>\$36,406</b>	2024
<a href="#">Little Sprouts Learning Center Inc</a>	MN	\$352,085	Board Member	\$37,711	<b>\$37,366</b>	2023
<a href="#">Mancos Valley Dragonfly School</a>	CO	\$351,958	Executive Dir.	\$40,800	<b>\$38,105</b>	2024
<a href="#">Meadows Place Preschool</a>	TX	\$351,827	Executive Director	\$54,000	<b>\$54,167</b>	2023

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

## ■ Sample, role match & sensitivity

PEER COUNT **301** organizations. Compensation range \$337–\$146,147; filing years 2021–2025.

SIZE BASIS Matched on total revenue (\$359,904); for reference, expenses \$333,829 and assets \$533,319.

ROLE MATCH	Tracy Wilczynski, reported title " <i>Executive Director</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	1 peer report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	12 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	58 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	54 <sup>th</sup>
Reportable pay only (column D), adjusted	59 <sup>th</sup>
All sources (D + E + F), adjusted	58 <sup>th</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 Wilczynski) 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 301 similarly situated organizations (Same NTEE sector (B21), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$50,000 is reasonable (approximately the 58<sup>th</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 9, 2026.