

# Bright Beginnings

Executive Director / CEO

EIN 612099911

WA · NTEE B21

FY ending 2023-12-31

June 10, 2026

This analysis benchmarks the total compensation of **Nivedita Thakkilapati, Executive Director / CEO** (\$9,000) against **every comparable organization** that fit the selection criteria — **307** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

**Compensation sits at approximately the 6<sup>th</sup> percentile of comparable organizations**

below the typical range for comparable organizations

**Benchmarked executive:** Nivedita Thakkilapati — reported title “SECRETARY”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

## How comparable organizations were selected

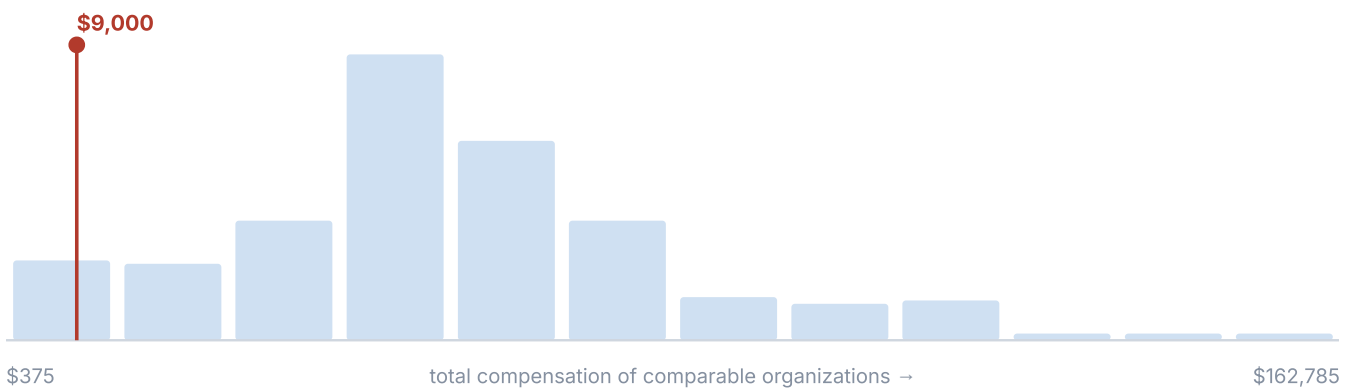
**SECTOR** Organizations sharing the subject's NTEE classification (B21).

**BUDGET** Total revenue between \$252,843 and \$566,068 — 0.67x to 1.50x the subject's \$377,379 (the band tightens as size grows).

**GEOGRAPHY** Same NTEE sector (B21), nationwide + budget 0.67–1.5x revenue.

**307** organizations qualified on sector, size, and geography → **307** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$20,227

\$39,485

\$52,564

\$68,238

\$93,742

\$9,000



## ■ 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 WA 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 Playplace Etc</a>	CA	\$376,758	President	\$12,500	<b>\$11,710</b>	2024
<a href="#">The Growing Place Inc</a>	NY	\$376,497	Director Non-voting Member	\$61,572	<b>\$60,362</b>	2024
<a href="#">Empathy In Nature Project Inc</a>	CA	\$376,076	President	\$150,000	<b>\$140,521</b>	2024
<a href="#">Learning Ladder Preschool</a>	MO	\$375,784	School Direc	\$39,224	<b>\$43,910</b>	2025
<a href="#">Stepping Stones Learning Center</a>	TX	\$379,604	Employee	\$43,499	<b>\$47,206</b>	2024
<a href="#">Whole Child Learning Co</a>	VT	\$375,021	School Director	\$16,913	<b>\$18,469</b>	2024
<a href="#">Wilbraham Community Preschool</a>	MA	\$380,140	President	\$65,958	<b>\$64,303</b>	2024
<a href="#">Broadway Childrens School Of</a>	CA	\$374,497	Director	\$62,158	<b>\$58,230</b>	2024
<a href="#">Guanghua Chinese Cultural Association</a>	PA	\$374,017	Principal	\$5,700	<b>\$6,166</b>	2024
<a href="#">Valley Parent Preschool</a>	CA	\$381,198	Director	\$64,700	<b>\$59,049</b>	2025
<a href="#">Hancock Nursery School Inc</a>	MA	\$372,688	Executive Di	\$57,753	<b>\$54,852</b>	2025
<a href="#">Fieldstone Early Learning</a>	MA	\$382,370	President	\$70,012	<b>\$66,495</b>	2025
<a href="#">Green Bay Montessori Childrens World</a>	WI	\$372,013	Treasurer	\$58,000	<b>\$65,715</b>	2024
<a href="#">Canguros Inc</a>	FL	\$382,902	President	\$45,604	<b>\$46,479</b>	2024
<a href="#">Hampshire Nursery School Inc</a>	NH	\$370,668	Assistant Director	\$48,257	<b>\$47,095</b>	2025
<a href="#">Ark Adventure Preschool Inc</a>	TX	\$384,336	Director	\$59,915	<b>\$63,346</b>	2025

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Parents Of Rockhill Inc</a>	MA	\$384,487	Vice Princip	\$46,939	<b>\$47,113</b>	2023
<a href="#">Penfield Village Nursery School Inc</a>	NY	\$368,547	Education Director	\$44,520	<b>\$42,520</b>	2025
<a href="#">Florida Head Start Association</a>	FL	\$368,376	Executive Director	\$119,411	<b>\$121,700</b>	2024
<a href="#">Chico Oaks Preschool</a>	CA	\$368,209	Treasurer	\$7,200	<b>\$6,745</b>	2024
<a href="#">4corners Community Nursery Inc</a>	MD	\$367,697	Executive Director	\$39,980	<b>\$40,551</b>	2024
<a href="#">Mendon Community Nursery School</a>	NY	\$367,557	Executive Direc	\$23,939	<b>\$22,864</b>	2025
<a href="#">The Childrens Institute At Jericho Inc</a>	VT	\$366,602	Director	\$67,332	<b>\$73,524</b>	2024
<a href="#">Cornerstone Academy</a>	TX	\$388,382	Academy Director	\$150,000	<b>\$162,785</b>	2024
<a href="#">Christ Our Savior Academy Inc</a>	TN	\$366,200	Director	\$63,430	<b>\$74,470</b>	2023

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to WA 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 WA 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** 307 organizations. Compensation range \$375–\$162,785; filing years 2021–2025.

**SIZE BASIS** Matched on total revenue (\$377,379); for reference, expenses \$268,633 and assets \$903,453.

**ROLE MATCH** Nivedita Thakkilapati, reported title "SECRETARY", 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** 15 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	6 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	6 <sup>th</sup>
Reportable pay only (column D), adjusted	6 <sup>th</sup>
All sources (D + E + F), adjusted	6 <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 (Nivedita Thakkilapati) 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 307 similarly situated organizations (Same NTEE sector (B21), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$9,000 is reasonable (approximately the 6<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 10, 2026.