

Upper Delaware Council Inc

Executive Director / CEO

EIN 232497141

NY · NTEE C320

FY ending 2024-09-30

June 9, 2026

This analysis benchmarks the total compensation of **Laurie Ramie, Executive Director / CEO** (\$65,457) against **every comparable organization** that fit the selection criteria — **81** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **35th** percentile of comparable organizations within the typical range

Benchmarked executive: Laurie Ramie — 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 (C320).

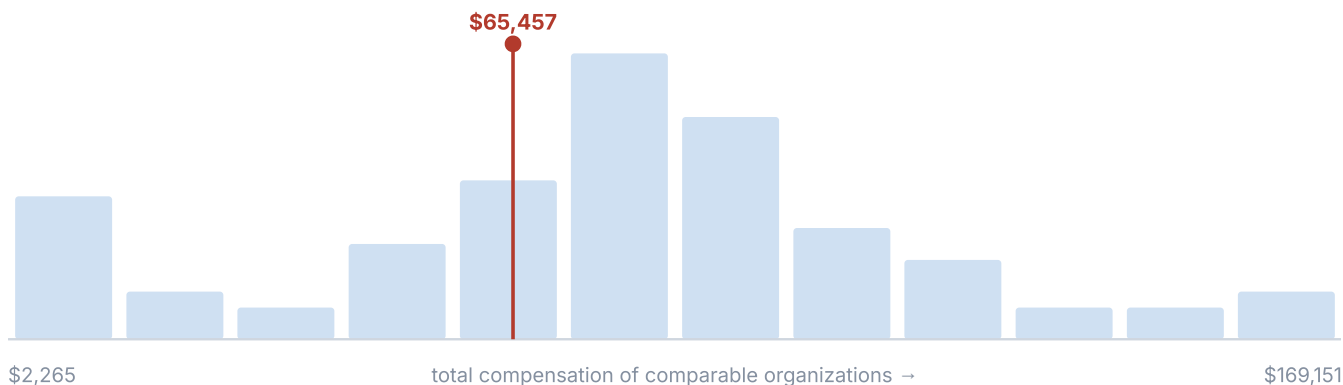
BUDGET Total revenue between \$222,998 and \$499,251 — 0.67x to 1.50x the subject's \$332,834 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (C32), nationwide + budget 0.67–1.5x revenue.

81 organizations qualified on sector, size, and geography

→ **81** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$13,799	\$58,483	\$81,581	\$97,334	\$123,903	\$65,457
----------	----------	----------	----------	-----------	----------



■ 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 NY 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
Bitterroot Water Partnership	MT	\$332,971	Executive Director	\$81,500	\$100,093	2023
South Santiam Watershed Council	OR	\$332,988	Executive Director	\$81,250	\$83,500	2024
Western Water Conservation	CA	\$332,382	Director	\$8,925	\$8,781	2023
Friends Of The Eel River	CA	\$331,549	Secretary (Non Voting)	\$78,203	\$76,938	2023
North Santiam Watershed Council	OR	\$334,896	Executive Director	\$79,049	\$79,144	2025
San Marcos River Foundation	TX	\$334,909	Executive Director	\$52,830	\$58,483	2024
Maine Lakes Society	ME	\$336,391	Executive Di	\$76,106	\$84,336	2024
Northwoods Wildlife Center	WI	\$328,808	Vice Preside	\$5,000	\$6,689	2021
Peconic Baykeeper Inc	NY	\$327,883	Executive Di	\$123,903	\$123,903	2024
Wyoming Wetland Society	WY	\$338,401	Program Director	\$50,071	\$61,088	2023
Michigan Municipal Wetland Alliance Inc	MI	\$324,309	Executive Director	\$52,008	\$59,406	2024
Alpine Watershed Group	CA	\$316,148	Executive Dir.	\$56,927	\$54,399	2024
Freshwaters Illustrated Inc	OR	\$310,842	Staff Director	\$73,357	\$75,389	2024
Lake Merritt Institute	CA	\$308,288	Executive Director	\$81,872	\$76,220	2025
Friends Of Sausal Creek	CA	\$306,596	Exec Directo	\$65,000	\$63,948	2023
Heart Of The Lakes Ctr For Land Cons	MI	\$305,789	Executive Dir.	\$102,862	\$117,494	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Watershed Alliance Of	WA	\$360,058	Executive Director	\$88,609	\$87,793	2024
The Pomperaug River Watershed	CT	\$360,277	Executive Di	\$67,628	\$70,171	2024
Coachella Valley Irrigated Lands Coalition Inc	CA	\$361,310	Executive Director	\$13,839	\$13,224	2024
Professional Training Association	WA	\$302,967	Executive Director	\$111,400	\$110,374	2024
Friends Of The White River Inc	IN	\$301,798	Executive Director	\$75,522	\$90,740	2023
Little River Wetlands Project Inc	IN	\$364,403	2023 Exec Di	\$71,023	\$85,334	2023
White River Partnership Inc	VT	\$299,632	Executive Director	\$65,126	\$74,685	2023
Agricultural Drainage Management Coalition Inc	IA	\$299,322	Executive Director	\$118,551	\$143,650	2024
Iowa Drainage District Association	IA	\$370,156	Executive Dir.	\$119,911	\$141,552	2025

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to NY 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 NY 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 81 organizations. Compensation range \$2,265–\$169,151; filing years 2020–2025.

SIZE BASIS Matched on total revenue (\$332,834); for reference, expenses \$322,912 and assets \$226,669.

ROLE MATCH	Laurie Ramie, reported title "EXECUTIVE DIRECTOR", 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	3 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	35 th
Total compensation (D + F), as reported (no adjustments)	37 th
Reportable pay only (column D), adjusted	37 th
All sources (D + E + F), adjusted	35 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 (Laurie Ramie) 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 81 similarly situated organizations (Same NTEE sector (C32), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$65,457 is reasonable (approximately the 35th 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.