

Upper Peninsula Land Conservancy

Executive Director / CEO

EIN 383467972

MI · NTEE C20

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Clare F Fastiggi, Executive Director / CEO** (\$20,508) against **every comparable organization** that fit the selection criteria — **32** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **19th** percentile of comparable organizations below the typical range for comparable organizations

Benchmarked executive: Clare F Fastiggi — reported title “INTERIM EXEC”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR Organizations sharing the subject's NTEE classification (C20).

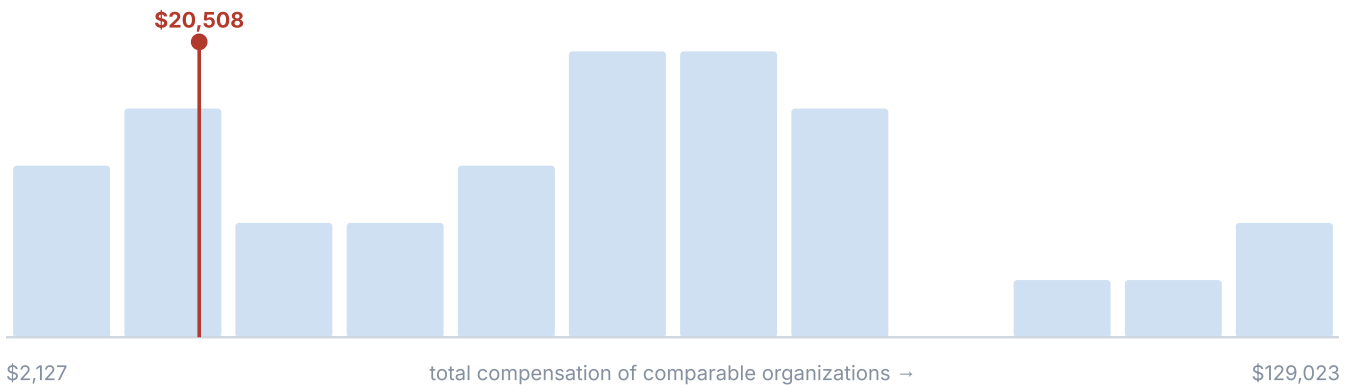
BUDGET Total revenue between \$230,498 and \$516,042 — 0.67x to 1.50x the subject's \$344,028 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (C20), nationwide + budget 0.67–1.5x revenue.

32 organizations qualified on sector, size, and geography

→ **32** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$14,046	\$30,784	\$56,372	\$76,138	\$95,868	\$20,508
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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 MI 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
Babb Creek Watershed Association	PA	\$342,759	Director	\$14,400	\$13,913	2024
Clean Air Coalition Of Western	NY	\$338,710	Executive Dir.	\$64,223	\$56,225	2024
Alliance For Nuclear Responsibility	CA	\$337,058	Executive Director	\$22,770	\$19,612	2023
Pacific Sound Resources Environmental	WA	\$336,662	Trustee	\$2,382	\$2,127	2023
Western Pa Coalition For Abandoned	PA	\$330,871	Executive Di	\$73,442	\$73,052	2023
Oregon Physicians For Social	OR	\$358,036	Executive Dire	\$61,270	\$55,125	2024
Neighbors For Clean Air	OR	\$372,899	Co-executive Director	\$67,059	\$60,334	2024
Sustainable Woodstock Inc	VT	\$314,084	Executive Director	\$51,433	\$50,155	2024
Champaign County Environmental Stewards	IL	\$313,037	Executive Director	\$12,490	\$11,896	2024
Orleans Land Restoration Corporation	NY	\$303,646	C.e.o./c.f.o.	\$23,698	\$20,747	2024
Silicon Valley Youth Climate Action	CA	\$396,132	Interim Ed	\$76,000	\$63,581	2024
Friends Of Bayou Lafourche Inc	LA	\$290,045	Executive Director	\$51,458	\$56,518	2023
Sustainable Learning Inc	NY	\$404,621	Executive Director	\$44,100	\$38,608	2024
Local Environmental Action Demanded Agency Inc	OK	\$277,875	Executive Director	\$4,917	\$5,246	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Santa Fe Watershed Association	NM	\$412,814	Executive Di	\$50,195	\$53,850	2023
Bikeventura	CA	\$272,422	Director	\$43,108	\$36,064	2024
Greater Indiana Clean Cities Inc	IN	\$270,798	Exec Director	\$77,426	\$81,442	2023
Guadalupe-blanco River Trust	TX	\$427,195	Executive Director	\$33,000	\$31,981	2024
Community Climate Solutions	CA	\$257,065	President And Program Manager	\$89,625	\$73,047	2025
San Bruno Mountain Watch	CA	\$256,427	Executive Dir.	\$85,293	\$71,355	2024
Tejas Roadrunners Non Profit	TX	\$247,008	Director	\$28,058	\$27,192	2024
Cottonwood Environmental Law Center Inc	MT	\$242,672	Executive Director	\$120,000	\$129,023	2023
Material Innovation Institute	CA	\$231,821	Chief Executive Officer (Thru July)	\$82,609	\$69,110	2024
Charge Across Town	CA	\$456,411	Executive Dir.	\$95,833	\$80,173	2024
Friends Of The Kaw Inc	KS	\$457,690	Executive Di	\$78,700	\$82,373	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MI 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 MI 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 32 organizations. Compensation range \$2,127–\$129,023; filing years 2023–2025.

SIZE BASIS	Matched on total revenue (\$344,028); for reference, expenses \$277,718 and assets \$3,147,623.
ROLE MATCH	Clare F Fastiggi, reported title " <i>INTERIM EXEC</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	2 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	19 th
Total compensation (D + F), as reported (no adjustments)	16 th
Reportable pay only (column D), adjusted	22 nd
All sources (D + E + F), adjusted	16 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 (Clare F Fastiggi) 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 32 similarly situated organizations (Same NTEE sector (C20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$20,508 is reasonable (approximately the 19th 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.