

Fish Reef Project

Executive Director / CEO

EIN 452587074

CA · NTEE C32

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Chris Goldblatt, Executive Director / CEO** (\$27,000) against **every comparable organization** that fit the selection criteria — **31** 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: Chris Goldblatt — 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 (C32).

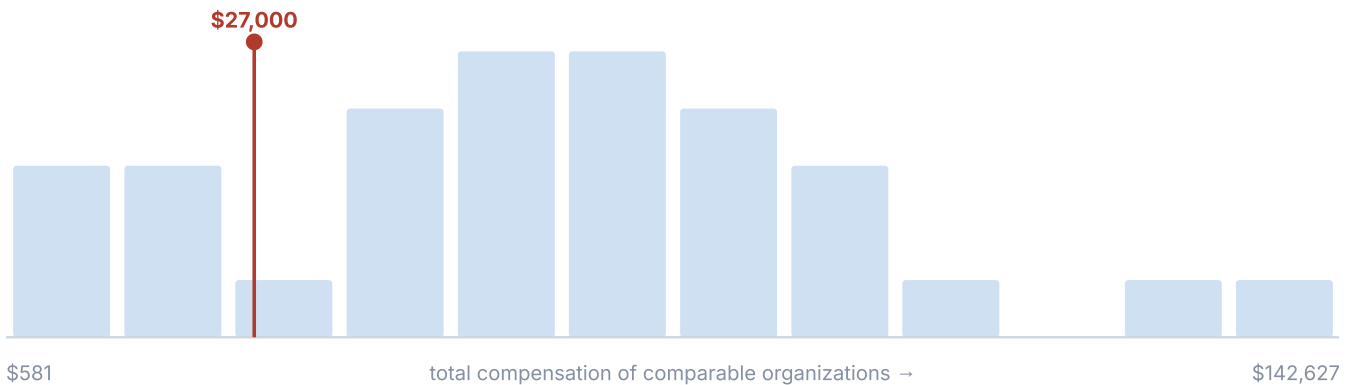
BUDGET Total revenue between \$94,419 and \$211,387 — 0.67x to 1.50x the subject's \$140,925 (the band tightens as size grows).

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

31 organizations qualified on sector, size, and geography

→ **31** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$13,490	\$41,463	\$57,535	\$73,480	\$90,732	\$27,000
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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 CA 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
Coastal Watershed Institute	WA	\$138,944	Executive Director	\$560	\$581	2024
The Downstream Project	VA	\$145,658	Executive Director	\$65,076	\$72,766	2024
Wentworth Watershed Association	NH	\$145,870	Executive Director	\$77,861	\$83,259	2024
International Society Of Limnology-sil	NC	\$145,957	Editor In Chief-inland Waters	\$5,000	\$5,983	2024
The Pennsylvania Pink Zone	PA	\$148,218	Executive Director	\$50,085	\$56,351	2025
Altamaha Riverkeeper Inc	GA	\$148,849	Executive Director	\$77,920	\$90,732	2024
Truckee River Foundation	NV	\$132,667	Executive Director	\$111,826	\$129,810	2024
Seaside Sustainability Inc	MA	\$132,364	Executive Director	\$65,631	\$70,318	2023
Streets Run Watershed Association	PA	\$153,299	Executive Director	\$88,000	\$101,629	2024
Werkin Outdoors	NC	\$153,506	Committee Chair	\$28,037	\$33,549	2024
Storm Drain Protection Act Inc	FL	\$124,705	Executive Di	\$79,500	\$86,490	2024
Nansemond River Preservation Alliance	VA	\$157,999	Presidentceo	\$79,500	\$88,895	2024
Brodheads Watershed Corporation	PA	\$159,342	Executive Director (Until 10/2023)	\$53,190	\$63,242	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Westlake Aquatic Center Inc	MO	\$161,905	Staff	\$7,457	\$9,147	2024
Upstream Watch	ME	\$163,974	Executive Director	\$63,000	\$73,057	2024
Pennsylvania Lake Management Society	PA	\$168,728	Executive Director	\$54,815	\$63,304	2024
Watershed Restoration Coalition For The	MT	\$112,825	Secretary/bookkeeper	\$10,496	\$13,490	2023
Tennessee Riverkeeper	AL	\$174,228	Executive Di	\$114,000	\$142,627	2024
Idaho Association Of Soil Conservation	ID	\$176,628	Executive Director	\$42,000	\$53,271	2023
Friends Of The Shiawassee River	MI	\$177,141	Exec Directo	\$46,752	\$57,535	2023
Lake Worth Lagoon Environmental Defense	FL	\$180,852	Executive Direc	\$15,701	\$17,586	2023
Pozo De Agua Inc	PR	\$181,070	President	\$21,020	\$21,020	2024
Sarasota Bay Watch Inc	FL	\$95,871	Executive Director	\$40,000	\$42,395	2025
Hoosic River Watershed Association	MA	\$95,496	Executive Director	\$38,946	\$40,530	2024
Friends Of Palm Beach Inc	FL	\$188,309	President	\$60,000	\$65,275	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CA 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 CA 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	31 organizations. Compensation range \$581-\$142,627; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$140,925); for reference, expenses \$264,021 and assets \$226,383. Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.
ROLE MATCH	Chris Goldblatt, reported title "EXECUTIVE DIRECTOR", benchmarked as Executive Director / CEO. The title maps directly to this role.
OUTLIERS	2 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	19 th
Total compensation (D + F), as reported (no adjustments)	19 th
Reportable pay only (column D), adjusted	19 th
All sources (D + E + F), adjusted	19 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 (Chris Goldblatt) 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 31 similarly situated organizations (Same NTEE sector (C32), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$27,000 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.