

Industry University Research Center Inc

Executive Director / CEO

EIN 660497943

PR · NTEE S30

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Ivan Lugo, Executive Director / CEO** (\$140,176) against **every comparable organization** that fit the selection criteria — **195** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **84th** percentile of comparable organizations within the typical range

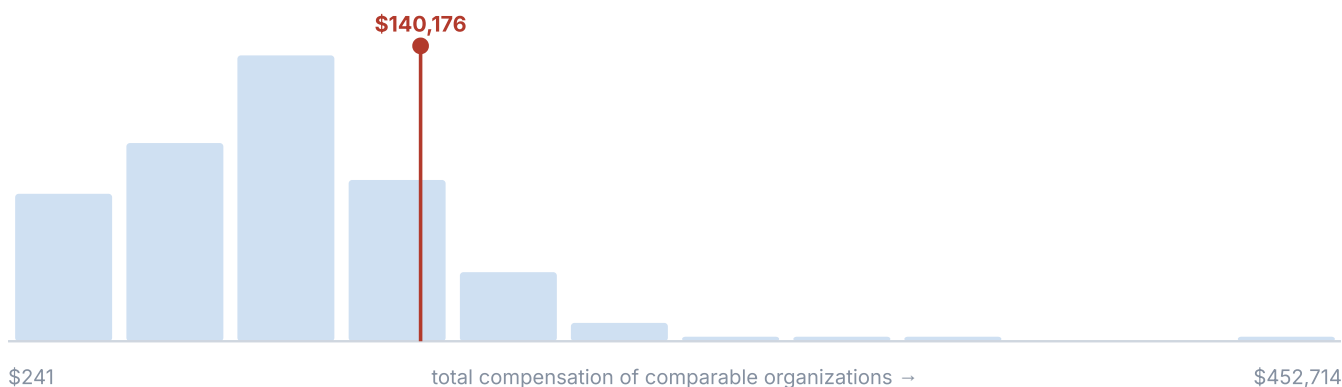
Benchmarked executive: Ivan Lugo — reported title “Executive Director”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (S30).
BUDGET	Total revenue between \$312,930 and \$700,590 — 0.67x to 1.50x the subject's \$467,060 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (S30), nationwide + budget 0.67–1.5x revenue.

195 organizations qualified on sector, size, and geography → **195** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$27,470	\$55,312	\$90,000	\$120,025	\$159,365	\$140,176
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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); the reported amount is on each linked 990.

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Civstart Corp	DC	\$465,744	Ceo	\$96,900	\$99,762	2023
Economic Development Corporation	UT	\$465,280	Director	\$107,039	\$110,201	2023
Laurel District Association	CA	\$468,876	Executive Dir.	\$52,083	\$52,083	2024
Michigan Economic Developers	MI	\$463,953	Executive Di	\$117,108	\$120,567	2023
Startup Columbus Inc	GA	\$473,042	Executive Dir.	\$98,329	\$98,329	2024
Sustainable Communities Fund	CA	\$474,274	Chief Executive Officer	\$269,537	\$269,537	2024
Built Oregon	OR	\$474,305	Director	\$15,000	\$15,000	2024
Buffalo Niagara Film Commission Inc	NY	\$459,494	President	\$110,892	\$110,892	2024
Division Midway Alliance For	OR	\$458,798	Executive Dir.	\$90,189	\$90,189	2024
Identity Clark County	WA	\$458,605	Policy And Projects Coordinator	\$2,143	\$2,206	2023
Gibson County Economic Development Corporation	IN	\$457,365	Executive Director	\$107,796	\$107,796	2024
North Central Montana Economic	MT	\$479,833	Executive Direc	\$80,000	\$82,363	2023
Economic Development Corporation Of New	CT	\$453,860	Administrator	\$127,844	\$127,844	2024
Downtown Management Corporation Of Fort	FL	\$453,787	President	\$109,750	\$109,750	2024
Prospera Georgia Llc	GA	\$452,756	Ceo/president	\$44,863	\$44,863	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Operation Reboot	CA	\$452,245	Chief Executive Officer	\$169,982	\$175,003	2023
Las Vegas Employment Project	NV	\$451,865	President	\$16,195	\$15,778	2025
Grow Licking County	OH	\$451,225	Executive Director	\$120,000	\$123,544	2023
Xcelerate Women	OR	\$450,105	Executive Dir.	\$94,938	\$94,938	2024
Greater Sarasota Chamber Of Commerce	FL	\$484,842	President	\$27,727	\$28,546	2023
Franklin Southampton Economic	VA	\$449,138	President	\$95,605	\$95,605	2024
Delaware County Local Development Corp	NY	\$448,417	Executive Direc	\$11,295	\$11,295	2024
Forge Greensboro	NC	\$448,207	Executive Director	\$46,667	\$48,045	2023
Arlee Community Development Corporation	MT	\$488,173	Executive Director	\$75,000	\$77,215	2023
Pennsylvania Route 6 Alliance	PA	\$445,943	Executive Director	\$59,048	\$59,048	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to PR 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. 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	195 organizations. Compensation range \$241–\$452,714; filing years 2022–2025.
SIZE BASIS	Matched on total revenue (\$467,060); for reference, expenses \$404,700 and assets \$87,015.
ROLE MATCH	Ivan Lugo, reported title " <i>Executive Director</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY 24 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

OUTLIERS 4 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	84 th
Total compensation (D + F), as reported (no adjustments)	85 th
Reportable pay only (column D), adjusted	85 th
All sources (D + E + F), adjusted	75 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 (Ivan Lugo) 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 195 similarly situated organizations (Same NTEE sector (S30), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$140,176 is reasonable (approximately the 84th 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.