

# Forests Forever Inc

Executive Director / CEO

EIN 680201338  
 CA · NTEE C30Z  
 FY ending 2024-05-31  
 June 9, 2026

This analysis benchmarks the total compensation of **Paul Hughes, Executive Director / CEO** (\$79,070) against **every comparable organization** that fit the selection criteria — **20** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **50<sup>th</sup>** percentile of comparable organizations within the typical range

**Benchmarked executive:** Paul Hughes — reported title “Ex Dir. & Secre”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

## How comparable organizations were selected

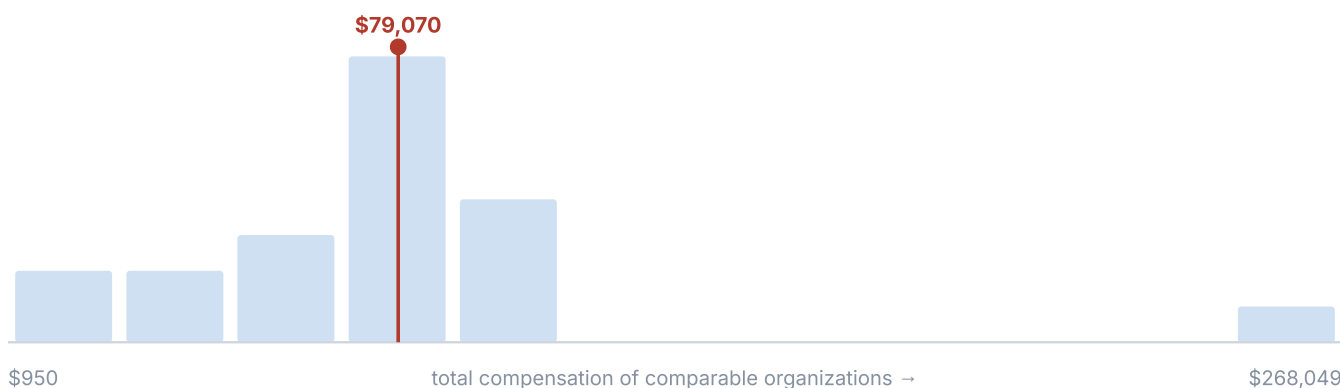
**SECTOR** Organizations sharing the subject's NTEE classification (C30Z).

**BUDGET** Total revenue between \$289,084 and \$647,205 — 0.67x to 1.50x the subject's \$431,470 (the band tightens as size grows).

**GEOGRAPHY** Same NTEE sector (C30) + CA + budget 0.67–1.5x revenue.

**20** organizations qualified on sector, size, and geography → **20** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$24,649	\$61,350	\$76,675	\$90,352	\$102,359	\$79,070
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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
<a href="#">Carbon Underground</a>	CA	\$435,291	Director, Strategic Partnerships	\$59,547	<b>\$63,819</b>	2022
<a href="#">Baduwa't Watershed Council</a>	CA	\$426,600	Board President	\$55,370	<b>\$53,943</b>	2025
<a href="#">Native American Environmental</a>	CA	\$458,322	Executive Dir.	\$69,450	<b>\$69,450</b>	2024
<a href="#">Ocean Futures Society Inc</a>	CA	\$384,635	President	\$81,210	<b>\$83,609</b>	2023
<a href="#">Buena Vista Audubon Society</a>	CA	\$482,988	Executive Dir.	\$95,729	<b>\$93,261</b>	2025
<a href="#">Eel River Recovery Project Inc</a>	CA	\$368,368	Board Chair	\$78,325	<b>\$80,639</b>	2023
<a href="#">Rescape California</a>	CA	\$499,139	Executive Dir.	\$96,760	<b>\$96,760</b>	2024
<a href="#">City Grazing</a>	CA	\$353,251	Executive Director	\$11,721	<b>\$11,721</b>	2024
<a href="#">The Earth Organization</a>	CA	\$516,561	Senior Geohydrolog	\$268,049	<b>\$268,049</b>	2024
<a href="#">The Go Green Initiative Association</a>	CA	\$343,699	Founder And Ceo	\$85,000	<b>\$85,000</b>	2024
<a href="#">Coastside Land Trust</a>	CA	\$535,050	Ed Until June	\$108,018	<b>\$111,209</b>	2023
<a href="#">Santa Barbara Audubon Society</a>	CA	\$322,002	Executive Dir.	\$67,866	<b>\$66,117</b>	2025
<a href="#">True Nature Society</a>	CA	\$546,821	Executive Dir.	\$28,703	<b>\$28,703</b>	2024
<a href="#">South Bay Clean Creeks Coalition</a>	CA	\$304,230	Exec. Director	\$104,058	<b>\$101,376</b>	2025
<a href="#">Sugi Foundation</a>	CA	\$299,320	Excfo	\$68,000	<b>\$68,000</b>	2024
<a href="#">Sunflower Star Laboratory</a>	CA	\$299,106	Project Mgr.	\$26,085	<b>\$26,085</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Cultural Fire Management Council</a>	CA	\$581,248	President	\$950	<b>\$950</b>	2024
<a href="#">Northshore Environmental Conservancy Inc</a>	CA	\$584,480	President	\$70,624	<b>\$72,710</b>	2023
<a href="#">Wilderness Torah</a>	CA	\$598,285	Int Exec Dir	\$86,626	<b>\$86,626</b>	2024
<a href="#">Earth Discovery Institute</a>	CA	\$613,242	Executive Dir.	\$86,818	<b>\$89,382</b>	2023

**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](http://peerbasis.org/methodology).

## Sample, role match & sensitivity

**PEER COUNT** 20 organizations. Compensation range \$950–\$268,049; filing years 2022–2025.

**SIZE BASIS** Matched on total revenue (\$431,470); for reference, expenses \$398,937 and assets \$246,093.

**ROLE MATCH** Paul Hughes, reported title "*Ex Dir. & Secre*", 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** 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	50 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	55 <sup>th</sup>

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Reportable pay only (column D), adjusted

60<sup>th</sup>

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All sources (D + E + F), adjusted

50<sup>th</sup>

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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

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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 (Paul Hughes) 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 20 similarly situated organizations (Same NTEE sector (C30) + CA + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$79,070 is reasonable (approximately the 50<sup>th</sup> percentile of comparable organizations) and documented the basis for this determination concurrently, on [date] , by a vote of [\_\_ for / \_\_ against] .

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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.