

Assoc Of Us Delegates To The Gulf Of

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Joan Leblanc, Executive Director / CEO** (\$73,905) against **every comparable organization** that fit the selection criteria — **34** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **74th** percentile of comparable organizations within the typical range

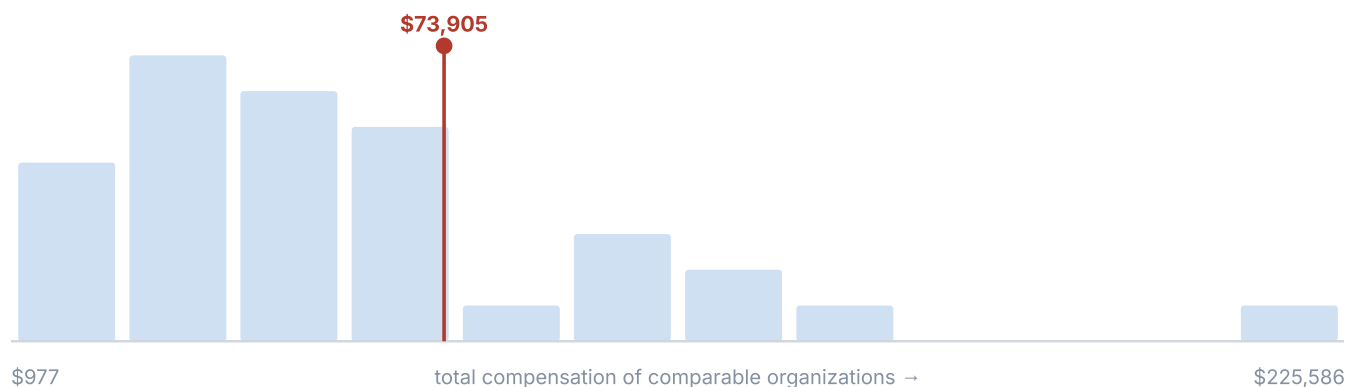
Benchmarked executive: Joan Leblanc — reported title “Executive Director & Council”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (C99).
BUDGET	Total revenue between \$145,061 and \$324,765 — 0.67x to 1.50x the subject's \$216,510 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (C99), nationwide + budget 0.67–1.5x revenue.

34 organizations qualified on sector, size, and geography → **34** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$9,358	\$33,126	\$43,592	\$73,821	\$115,535	\$73,905
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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 ME 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
Rewild Long Island Inc	NY	\$220,764	Director	\$5,536	\$4,996	2024
The Firefly Gathering Inc	NC	\$211,169	Executive Director	\$24,805	\$26,352	2023
Mississippi Lower Delta Partnership	MS	\$222,010	Coordinator	\$66,790	\$76,482	2023
Gorge Rebuild-it Community Project	OR	\$209,834	Vice Chair executive Director	\$76,500	\$69,118	2025
Apis Arborea	CA	\$223,552	President	\$67,670	\$60,079	2023
Cultiva International Inc	UT	\$225,527	President	\$36,000	\$37,882	2023
American Environmental Health Studies Pr	VT	\$206,502	Director	\$75,000	\$75,388	2024
Ballard Family Nature Center Inc	IL	\$204,991	Co-director	\$34,670	\$35,044	2023
Mo Hives Kc	MO	\$230,471	Executive Director	\$34,900	\$36,915	2024
Fair Future Movement Inc	WI	\$199,436	Executive Director	\$30,291	\$32,526	2023
The Ike Foundation	NJ	\$235,402	Trustee	\$253,000	\$225,586	2024
Sovereign Energy	NM	\$238,491	Executive Director	\$11,538	\$12,759	2023
Friends Of Wilmington Parks	DE	\$194,460	Executive Director	\$45,000	\$44,003	2024
Eastrail Partners	WA	\$240,542	Executive Director	\$118,483	\$109,066	2023
Natural Streams Foundation Inc	PA	\$242,875	President And Ceo	\$35,069	\$34,925	2024
Otsego County Economic Alliance Inc	MI	\$243,519	Executive Director	\$90,060	\$95,574	2023
Ecological Options Network	CA	\$244,731	President	\$22,934	\$19,777	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Ohio River Way	OH	\$248,751	Executive Dir.	\$38,262	\$40,471	2024
Crawford Stewardship Project Ltd	WI	\$179,146	Treasurer	\$7,358	\$7,900	2023
Friends Of The Tualatin River National Wildlife Refuge	OR	\$177,564	Executive Director	\$62,820	\$58,260	2024
Coastal Bend Air Quality Partnership	TX	\$174,000	Executive Director	\$118,429	\$118,307	2024
Live Green Connecticut Inc	CT	\$260,833	President	\$137,500	\$132,551	2023
Pacific Beach Coalition	CA	\$265,137	President	\$52,000	\$44,842	2024
Cape Coral Remade Inc	FL	\$167,283	Board Secretary	\$1,041	\$977	2024
Wilderness Volunteers Giving Something Back	AZ	\$269,117	Executive Director	\$69,457	\$66,709	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to ME 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 ME 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 34 organizations. Compensation range \$977–\$225,586; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$216,510); for reference, expenses \$216,508 and assets \$120,455.

ROLE MATCH Joan Leblanc, reported title *"Executive Director & Counc"*, 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 1 peer 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	74 th
Total compensation (D + F), as reported (no adjustments)	74 th
Reportable pay only (column D), adjusted	76 th
All sources (D + E + F), adjusted	74 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 (Joan Leblanc) 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 34 similarly situated organizations (Same NTEE sector (C99), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$73,905 is reasonable (approximately the 74th 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.