

Western Leaders Network

Executive Director / CEO

This analysis benchmarks the total compensation of **Gwen Lachelt, Executive Director / CEO** (\$110,053) against **every comparable organization** that fit the selection criteria — **59** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **80th** percentile of comparable organizations within the typical range

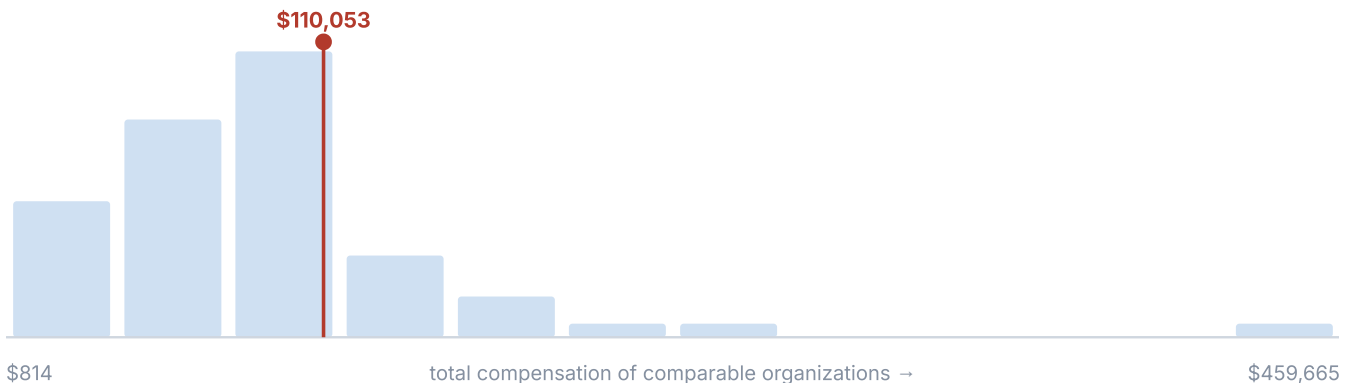
Benchmarked executive: Gwen Lachelt — reported title “Executive Dir.”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (C01).
BUDGET	Total revenue between \$289,718 and \$648,622 — 0.67x to 1.50x the subject's \$432,415 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (C01), nationwide + budget 0.67–1.5x revenue.

59 organizations qualified on sector, size, and geography → **59** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$24,504	\$52,852	\$85,505	\$106,526	\$148,703	\$110,053
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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 CO 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
Rochester Ecology Partners Inc	NY	\$444,273	Executive Director	\$59,112	\$55,706	2024
Snake River Waterkeeper Inc	ID	\$444,677	Executive Dir.	\$402,446	\$459,665	2023
Bluedot Institute Inc	CA	\$445,571	Executive Director	\$74,712	\$67,281	2024
Urban Water Institute Inc	CA	\$418,696	Executive Dir.	\$48,430	\$43,613	2024
Roaring Fork Valley Wildfire Collaborative	CO	\$448,807	Executive Director	\$90,000	\$90,000	2024
Great Rivers Habitat Alliance	MO	\$415,631	Executive Di	\$151,408	\$172,181	2023
San Francisco Bicycle Coalition	CA	\$413,193	Executive Dir.	\$163,249	\$147,011	2024
Yaak Valley Forest Council	MT	\$410,680	Executive Di	\$16,828	\$18,918	2024
Grace Hudowalski Charitable Trust	ME	\$407,041	Trustee	\$54,000	\$58,057	2023
Arkansas Environmental Federation Inc	AR	\$402,813	Executive Director	\$97,554	\$117,735	2023
Powder River Basin Resource Council	WY	\$463,151	Executive Di	\$41,543	\$46,393	2024
Brighter Green Inc	NY	\$463,273	Executive Di	\$35,000	\$33,958	2023
Minnesota Environmental Partnership	MN	\$464,205	Executive Director	\$154,029	\$158,725	2024
Childhood Lead Action Project	RI	\$394,175	Executive Director	\$69,270	\$69,270	2024
California Urban Forests Council	CA	\$470,825	Exec Director	\$118,833	\$107,013	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Cape Fear River Watch	NC	\$471,332	Executive Director	\$68,855	\$74,197	2024
Environmental Justice Community Action Network	NC	\$475,260	Executive Director	\$95,000	\$102,370	2024
Recycling Association Of Minnesota	MN	\$477,798	Executive Director	\$50,724	\$52,270	2024
Everglades Law Center Inc	FL	\$483,835	Executive Director	\$91,258	\$89,406	2024
North Carolina Climate Justice	NC	\$485,773	Co-executive Director	\$49,586	\$53,433	2024
Maine Climate Action Now	ME	\$485,922	Executive Director (Mcan)	\$63,818	\$66,644	2024
Energy Policy Network	TX	\$490,332	Executive Dir.	\$20,125	\$21,614	2023
Conservation Alabama	AL	\$365,903	Executive Director	\$70,990	\$79,982	2024
East Michigan Environmental Action	MI	\$499,608	Director	\$51,653	\$57,244	2023
Intersectional Environmentalist	CA	\$508,909	Secretary	\$17,955	\$16,169	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CO 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 CO 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 **59** organizations. Compensation range \$814–\$459,665; filing years 2023–2025.

SIZE BASIS	Matched on total revenue (\$432,415); for reference, expenses \$311,818 and assets \$263,803.
ROLE MATCH	Gwen Lachelt, reported title " <i>Executive Dir.</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	3 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
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	80 th
Total compensation (D + F), as reported (no adjustments)	76 th
Reportable pay only (column D), adjusted	64 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 (Gwen Lachelt) 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 59 similarly situated organizations (Same NTEE sector (C01), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$110,053 is reasonable (approximately the 80th 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.