

# Freshwaters Illustrated Inc

Executive Director / CEO

EIN 201691602  
 OR · NTEE C32  
 FY ending 2024-12-31  
**June 9, 2026**

This analysis benchmarks the total compensation of **Jeremy Monroe, Executive Director / CEO** (\$73,357) against **every comparable organization** that fit the selection criteria — **73** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

**Compensation sits at approximately the 51<sup>st</sup> percentile of comparable organizations**

within the typical range

**Benchmarked executive:** Jeremy Monroe — reported title "STAFF DIRECTOR", 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 (C32).

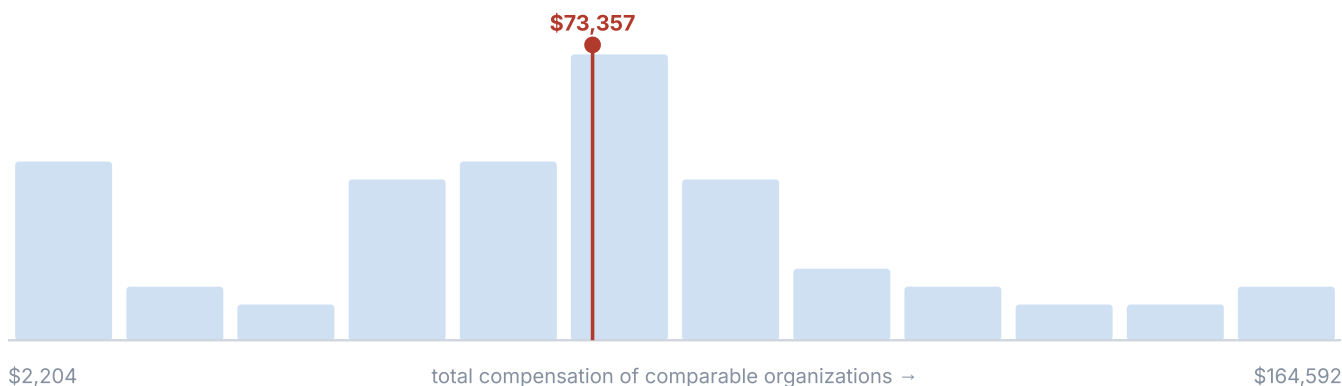
**BUDGET** Total revenue between \$208,264 and \$466,263 — 0.67x to 1.50x the subject's \$310,842 (the band tightens as size grows).

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

**73** organizations qualified on sector, size, and geography

→ **73** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$11,922

\$47,719

\$72,672

\$90,155

\$120,759

**\$73,357**



## ■ 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 OR 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="#">Lake Merritt Institute</a>	CA	\$308,288	Executive Director	\$81,872	<b>\$74,166</b>	2025
<a href="#">Friends Of Sausal Creek</a>	CA	\$306,596	Exec Directo	\$65,000	<b>\$62,225</b>	2023
<a href="#">Heart Of The Lakes Ctr For Land Cons</a>	MI	\$305,789	Executive Dir.	\$102,862	<b>\$114,328</b>	2024
<a href="#">Alpine Watershed Group</a>	CA	\$316,148	Executive Dir.	\$56,927	<b>\$52,933</b>	2024
<a href="#">Professional Training Association</a>	WA	\$302,967	Executive Director	\$111,400	<b>\$107,399</b>	2024
<a href="#">Friends Of The White River Inc</a>	IN	\$301,798	Executive Director	\$75,522	<b>\$88,294</b>	2023
<a href="#">White River Partnership Inc</a>	VT	\$299,632	Executive Director	\$65,126	<b>\$72,672</b>	2023
<a href="#">Agricultural Drainage Management Coalition Inc</a>	IA	\$299,322	Executive Director	\$118,551	<b>\$139,778</b>	2024
<a href="#">Michigan Municipal Wetland Alliance Inc</a>	MI	\$324,309	Executive Director	\$52,008	<b>\$57,805</b>	2024
<a href="#">Rozalia Project</a>	VT	\$294,533	Executive Di	\$75,728	<b>\$82,078</b>	2024
<a href="#">Peconic Baykeeper Inc</a>	NY	\$327,883	Executive Di	\$123,903	<b>\$120,564</b>	2024
<a href="#">Northwoods Wildlife Center</a>	WI	\$328,808	Vice Preside	\$5,000	<b>\$6,509</b>	2021
<a href="#">Friends Of The Eel River</a>	CA	\$331,549	Secretary (Non Voting)	\$78,203	<b>\$74,864</b>	2023
<a href="#">Lake Of The Ozarks Watershed Allian</a>	MO	\$290,092	Executive Di	\$92,973	<b>\$106,038</b>	2024
<a href="#">Western Water Conservation</a>	CA	\$332,382	Director	\$8,925	<b>\$8,544</b>	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Upper Delaware Council Inc</a>	NY	\$332,834	Executive Director	\$65,457	<b>\$63,693</b>	2024
<a href="#">Bitterroot Water Partnership</a>	MT	\$332,971	Executive Director	\$81,500	<b>\$97,395</b>	2023
<a href="#">South Santiam Watershed Council</a>	OR	\$332,988	Executive Director	\$81,250	<b>\$81,250</b>	2024
<a href="#">North Santiam Watershed Council</a>	OR	\$334,896	Executive Director	\$79,049	<b>\$77,011</b>	2025
<a href="#">San Marcos River Foundation</a>	TX	\$334,909	Executive Director	\$52,830	<b>\$56,906</b>	2024
<a href="#">Maine Lakes Society</a>	ME	\$336,391	Executive Di	\$76,106	<b>\$82,063</b>	2024
<a href="#">Wyoming Wetland Society</a>	WY	\$338,401	Program Director	\$50,071	<b>\$59,441</b>	2023
<a href="#">Project41</a>	CA	\$273,056	Ceo	\$101,400	<b>\$94,286</b>	2024
<a href="#">Harney County Watershed Council Inc</a>	OR	\$270,607	Coordinator	\$52,250	<b>\$53,793</b>	2023
<a href="#">Malama Na Apapa</a>	HI	\$265,256	Director	\$10,000	<b>\$11,686</b>	2020

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to OR 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 OR 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 **73** organizations. Compensation range \$2,204–\$164,592; filing years 2020–2025.

SIZE BASIS Matched on total revenue (\$310,842); for reference, expenses \$295,918 and assets \$13,083.

**ROLE MATCH** Jeremy Monroe, reported title "*STAFF DIRECTOR*", 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** 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	51 <sup>st</sup>
Total compensation (D + F), as reported (no adjustments)	55 <sup>th</sup>
Reportable pay only (column D), adjusted	60 <sup>th</sup>
All sources (D + E + F), adjusted	51 <sup>st</sup>

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 (Jeremy Monroe) 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 73 similarly situated organizations (Same NTEE sector (C32), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$73,357 is reasonable (approximately the 51<sup>st</sup> 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.