

Jacobs Creek Watershed Association

Executive Director / CEO

EIN 251831326

PA · NTEE C32

FY ending 2023-12-31

June 10, 2026

This analysis benchmarks the total compensation of **Denise Wilkins, Executive Director / CEO** (\$40,240) against **every comparable organization** that fit the selection criteria — **57** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **28th** percentile of comparable organizations within the typical range

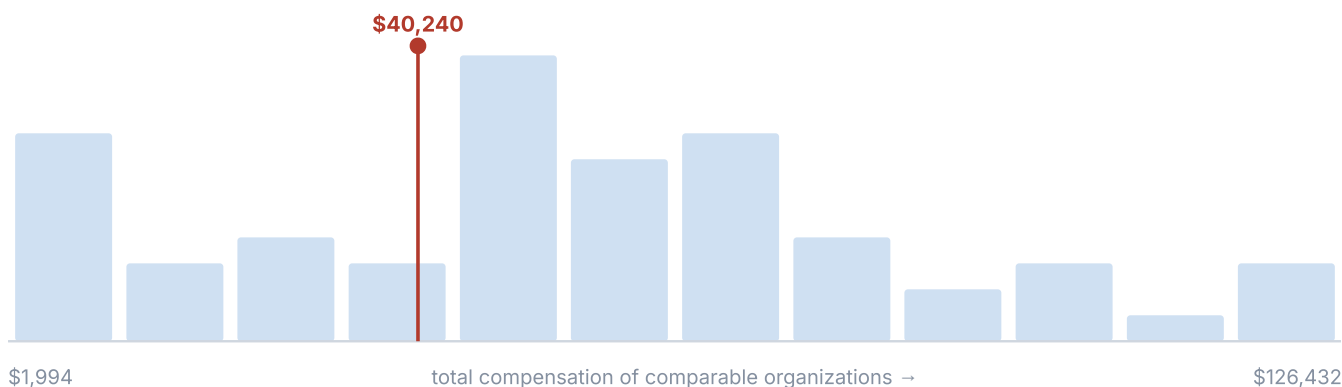
Benchmarked executive: Denise Wilkins — reported title “Executive Director”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

| | |
|-----------|---|
| SECTOR | Organizations sharing the subject's NTEE classification (C32). |
| BUDGET | Total revenue between \$139,741 and \$312,855 — 0.67x to 1.50x the subject's \$208,570 (the band tightens as size grows). |
| GEOGRAPHY | Same NTEE sector (C32), nationwide + budget 0.67–1.5x revenue. |

57 organizations qualified on sector, size, and geography → **57** within the band form the benchmarked peer set.

Distribution of comparable compensation



| | | | | | |
|---------|----------|----------|----------|----------|-----------------|
| \$9,420 | \$32,069 | \$53,242 | \$70,337 | \$96,405 | \$40,240 |
|---------|----------|----------|----------|----------|-----------------|



● 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 PA 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 |
|--|-------|-----------|--------------------|-----------------|------------------|------|
| Spokane River Forum | WA | \$208,638 | Executive Dir. | \$46,376 | \$39,399 | 2025 |
| Friends Of Deckers Creek Inc | WV | \$208,060 | Exec. Director | \$41,273 | \$43,526 | 2024 |
| Trinity Edwards Springs Protection Assoc | TX | \$207,231 | Executive Dir. | \$43,500 | \$42,382 | 2024 |
| Project O | CA | \$216,852 | President & Ceo | \$54,000 | \$46,758 | 2023 |
| Save Our Saluda | SC | \$200,079 | President | \$61,170 | \$62,156 | 2024 |
| Pokegama Lake Association | MN | \$218,503 | Secretary | \$2,700 | \$2,599 | 2024 |
| Middle Susquehanna Riverkeeper | PA | \$198,212 | Executive Di | \$57,120 | \$55,481 | 2024 |
| Jersey Shore Partnership Foundation Inc | NJ | \$221,167 | President | \$75,063 | \$65,277 | 2024 |
| Friends Of Palm Beach Inc | FL | \$188,309 | President | \$60,000 | \$54,901 | 2024 |
| The Beaver Coalition Inc | OR | \$231,797 | Executive Director | \$83,697 | \$75,705 | 2024 |
| Chesapeake Rivers Association Inc | MD | \$232,603 | Secretary | \$120,000 | \$109,272 | 2024 |
| The Great Egg Harbor Watershed Association | NJ | \$233,111 | Coordinator | \$51,611 | \$46,208 | 2023 |
| One People One Reef | CA | \$235,610 | V Chair&co-dir. | \$28,000 | \$24,245 | 2023 |
| Pozo De Agua Inc | PR | \$181,070 | President | \$21,020 | \$20,417 | 2024 |
| Lake Worth Lagoon Environmental Defense | FL | \$180,852 | Executive Direc | \$15,701 | \$14,791 | 2023 |
| Hui O Koolaupoko | HI | \$236,830 | Project Director | \$36,775 | \$32,069 | 2024 |

| ORGANIZATION | STATE | REVENUE | MATCHED TITLE | COMP (REPORTED) | COMP (ADJUSTED) | FY |
|---|-------|-----------|---------------------------|-----------------|------------------|------|
| Gull Chain Of Lakes Association | MN | \$238,044 | Secretary/tr | \$12,619 | \$12,145 | 2024 |
| Lifetides Institute | SC | \$239,327 | Vice Chair | \$26,500 | \$26,928 | 2024 |
| Friends Of The Shiawassee River | MI | \$177,141 | Exec Directo | \$46,752 | \$48,390 | 2023 |
| Madison River Foundation | MT | \$240,092 | Former Executive Director | \$109,125 | \$117,957 | 2023 |
| Idaho Association Of Soil Conservation | ID | \$176,628 | Executive Director | \$42,000 | \$44,803 | 2023 |
| Tennessee Riverkeeper | AL | \$174,228 | Executive Di | \$114,000 | \$119,956 | 2024 |
| St Mary's River Watershed Association Inc | MD | \$247,582 | Exec. Director | \$47,400 | \$43,163 | 2024 |
| Acton Wakefield Watersheds Alliance | NH | \$248,360 | Executive Di | \$74,862 | \$67,328 | 2024 |
| Pennsylvania Lake Management Society | PA | \$168,728 | Executive Director | \$54,815 | \$53,242 | 2024 |

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to PA cost of living and 2023 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 PA 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 57 organizations. Compensation range \$1,994–\$126,432; filing years 2020–2025.

SIZE BASIS Matched on total revenue (\$208,570); for reference, expenses \$220,608 and assets \$80,975.

ROLE MATCH Denise Wilkins, reported title "*Executive Director*", benchmarked as Executive Director / CEO. The title maps directly to this role.

Sensitivity — the subject's percentile under alternative compensation definitions:

| BASIS | SUBJECT PERCENTILE |
|---|--------------------|
| Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default | 28 th |
| Total compensation (D + F), as reported (no adjustments) | 26 th |
| Reportable pay only (column D), adjusted | 28 th |
| All sources (D + E + F), adjusted | 28 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 (Denise Wilkins) 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 10, 2026, comparing compensation against 57 similarly situated organizations (Same NTEE sector (C32), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$40,240 is reasonable (approximately the 28th 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 10, 2026.