

River Keepers

Executive Director / CEO

EIN 450417429

ND · NTEE C013

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Christine Holland, Executive Director / CEO** (\$96,768) against **every comparable organization** that fit the selection criteria — **36** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **92nd** percentile of comparable organizations above the 90th percentile — board review recommended

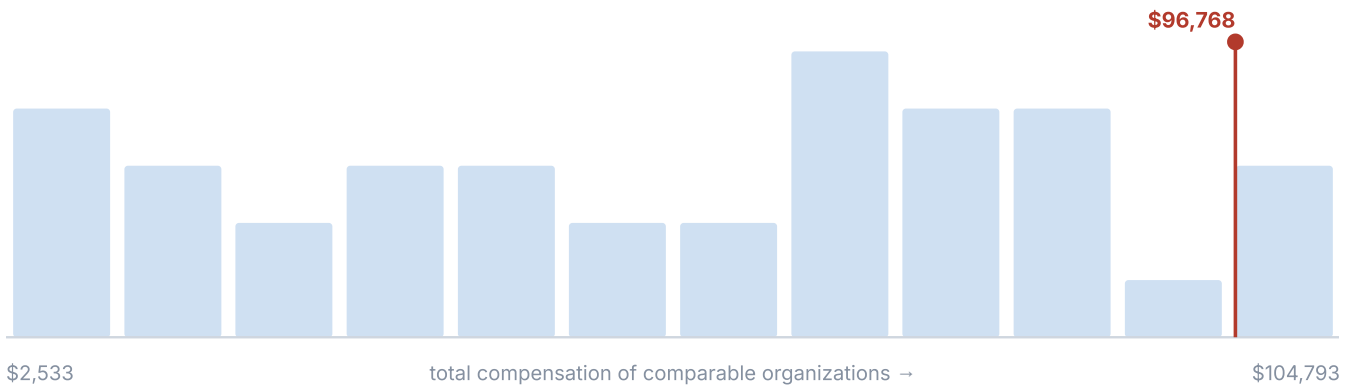
Benchmarked executive: Christine Holland — reported title “Exec. Dir.”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (C013).
BUDGET	Total revenue between \$167,001 and \$373,884 — 0.67x to 1.50x the subject's \$249,256 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (C01), nationwide + budget 0.67–1.5x revenue.

36 organizations qualified on sector, size, and geography → **36** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$9,974	\$31,634	\$60,625	\$74,150	\$89,474	\$96,768
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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 ND 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
Passive House New England Inc	MA	\$249,958	Executive Director	\$127,975	\$104,793	2024
Ecological Rights Foundation	CA	\$251,438	Executive Dir.	\$15,000	\$11,803	2024
Vermonters For A Clean Environment Inc	VT	\$252,053	Executive Dir.	\$50,000	\$45,859	2024
Caldesal	CA	\$253,796	Executive Di	\$100,837	\$79,344	2024
Pivot Clean Energy Co	CO	\$254,866	President	\$14,400	\$12,954	2023
Women For Conservation	VA	\$242,451	Executive Director	\$48,000	\$43,480	2023
Comal County Conservation Alliance Inc	TX	\$237,135	Executive Dir.	\$62,968	\$59,092	2023
Ohio Environmental Council Action Fund	OH	\$228,737	Interim President (Term. 09/22)	\$8,196	\$8,144	2023
Minnesota Conservation Federation	MN	\$228,598	Executive Di	\$46,500	\$41,869	2024
Purgatoire Watershed Partnership	CO	\$277,444	Executive Di	\$83,113	\$72,621	2024
1000 Friends Of Wisconsin	WI	\$220,033	Executive Director	\$82,527	\$80,858	2023
More Action For Regeneration Inc	FL	\$219,764	Treasurer / Executive Director	\$40,000	\$34,242	2024
Climate Jobs Massachusetts Inc	MA	\$280,619	Executive Director	\$112,270	\$91,933	2024
Whaleman International Ltd	HI	\$211,410	President Director Treasurer	\$59,750	\$48,746	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Ashland Climate Collaborative	OR	\$211,127	Executive Director	\$42,758	\$36,183	2024
New Mexico Recycling Coalition	NM	\$209,215	Executive Director	\$96,382	\$97,253	2023
Flathead Lakers Inc	MT	\$291,237	Executive Director	\$35,025	\$34,404	2024
Cayuga Lake Watershed Network Inc	NY	\$206,879	Executive Director	\$73,320	\$62,157	2023
The Hourglass Foundation	PA	\$205,053	Executive Di	\$82,708	\$75,158	2024
St Louis River Alliance	MN	\$203,974	Executive Director	\$71,817	\$66,574	2023
San Leandro 2050	CA	\$202,590	Ceo	\$8,000	\$6,481	2023
Seneca Lake Guardian Inc	NY	\$296,597	President	\$26,000	\$22,041	2023
Paddle For Peace	CA	\$297,088	Ceo	\$110,000	\$86,554	2024
Urban Greenspaces Institute	OR	\$200,278	Executive Di	\$8,666	\$7,550	2023
Big Bend Conservation Alliance	TX	\$197,362	Executive Director	\$79,725	\$72,671	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to ND 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 ND 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 36 organizations. Compensation range \$2,533–\$104,793; filing years 2023–2024.

SIZE BASIS Matched on total revenue (\$249,256); for reference, expenses \$239,449 and assets \$432,796.

ROLE MATCH Christine Holland, reported title "*Exec. Dir.*", 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.

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

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	92 nd
Total compensation (D + F), as reported (no adjustments)	86 th
Reportable pay only (column D), adjusted	92 nd
All sources (D + E + F), adjusted	89 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 (Christine Holland) 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 36 similarly situated organizations (Same NTEE sector (C01), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$96,768 is reasonable (approximately the 92nd 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.