

Three Rivers Solid Waste Technology

Executive Director / CEO

EIN 571098783

SC · NTEE C052

FY ending 2025-06-30

June 9, 2026

This analysis benchmarks the total compensation of **Freddie Houston, Executive Director / CEO** (\$300) against **every comparable organization** that fit the selection criteria — **759** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 0th percentile of comparable organizations

below the typical range for comparable organizations

Benchmarked executive: Freddie Houston — reported title "CHAIR", 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 (C052).
BUDGET	Total revenue between \$267,207 and \$598,225 — 0.67x to 1.50x the subject's \$398,817 (the band tightens as size grows).
GEOGRAPHY	Same NTEE major group (C), nationwide + budget 0.67–1.5x revenue.

759 organizations qualified on sector, size, and geography → **759** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$22,353	\$45,967	\$69,830	\$90,962	\$112,248	\$300
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10TH	25TH	MEDIAN	75TH	90TH	THIS ORG · 0TH
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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 SC 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
Alliance For Pulp And Paper Technology	DC	\$399,350	Executive Director	\$194,878	\$168,260	2024
Clean Fairfax Council	VA	\$399,566	Executive Director	\$104,213	\$96,451	2025
Change Is Simple Inc	MA	\$399,789	Executive Director	\$75,368	\$68,605	2023
Smart Buildings Center Education Program	WA	\$400,015	Executive Director	\$26,536	\$23,376	2024
Haw River Assembly Inc	NC	\$397,564	Executive Di	\$71,611	\$72,803	2024
Natural Restorations	AZ	\$400,227	Executive Director	\$98,807	\$93,496	2024
Wesselman Nature Society Inc	IN	\$396,745	Executive Director	\$63,785	\$66,183	2024
Ohio Land Bank Association	OH	\$396,642	Executive Di	\$86,884	\$93,217	2023
Leila Arboretum Society	MI	\$401,038	Executive Di	\$67,246	\$68,292	2024
Southern Star Medical Research Institute	TX	\$396,384	Trustee/chairman & Pres	\$190,400	\$187,395	2024
Friends Of Baxter State Park	ME	\$396,313	Executive Director	\$92,805	\$91,434	2024
Silicon Valley Youth Climate Action	CA	\$396,132	Interim Ed	\$76,000	\$64,570	2024
North American Process Technology	TX	\$395,970	President	\$93,304	\$94,544	2023
Hudsonia Limited	NY	\$402,308	Executive Di	\$43,000	\$38,231	2024
Southern Maryland Rc&d Board Inc	MD	\$395,050	Executive Di	\$44,034	\$41,702	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Heathcote Botanical Gardens Inc	FL	\$394,957	Executive Di	\$63,750	\$58,925	2024
Arkansas Environmental Federation Inc	AR	\$402,813	Executive Director	\$97,554	\$111,078	2023
The Outdoor Circle	HI	\$402,928	Executive Director	\$122,049	\$107,513	2024
Vinalhaven Land Trust Inc	ME	\$394,562	Executive Di	\$77,874	\$78,990	2023
Archangel Ancient Tree Archive	MI	\$403,111	Executive Di	\$85,000	\$86,323	2024
Get Inspired	CA	\$403,267	President	\$110,000	\$93,457	2024
Childhood Lead Action Project	RI	\$394,175	Executive Director	\$69,270	\$65,353	2024
Putnam Land Conservancy Inc	FL	\$394,090	Ceo & Conservation Director	\$64,167	\$59,310	2024
Michigan Turfgrass Foundation	MI	\$403,612	Executive Director	\$45,000	\$45,701	2024
Maui Ocean Center Marine Institute	HI	\$393,546	Executive Di	\$67,676	\$59,616	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to SC cost of living and 2025 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 SC 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 **759** organizations. Compensation range \$507–\$852,686; filing years 2021–2025.

SIZE BASIS Matched on total revenue (\$398,817); for reference, expenses \$154,185 and assets \$1,719,656. **Revenue and expenses diverge this year — revenue may misrepresent**

operating size; weigh the expense-based view.

ROLE MATCH	Freddie Houston, reported title "CHAIR", 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.
RELATED-ORG PAY	36 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	20 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	0 th
Total compensation (D + F), as reported (no adjustments)	0 th
Reportable pay only (column D), adjusted	4 th
All sources (D + E + F), adjusted	0 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 (Freddie Houston) 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 759 similarly situated organizations (Same NTEE major group (C), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$300 is reasonable (approximately the 0th 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.