

Haw River Assembly Inc

Executive Director / CEO

EIN 581510282

NC · NTEE C320

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Emily Sutton, Executive Director / CEO** (\$71,611) against **every comparable organization** that fit the selection criteria — **91** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **47th** percentile of comparable organizations within the typical range

Benchmarked executive: Emily Sutton — reported title “EXECUTIVE DI”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR Organizations sharing the subject's NTEE classification (C320).

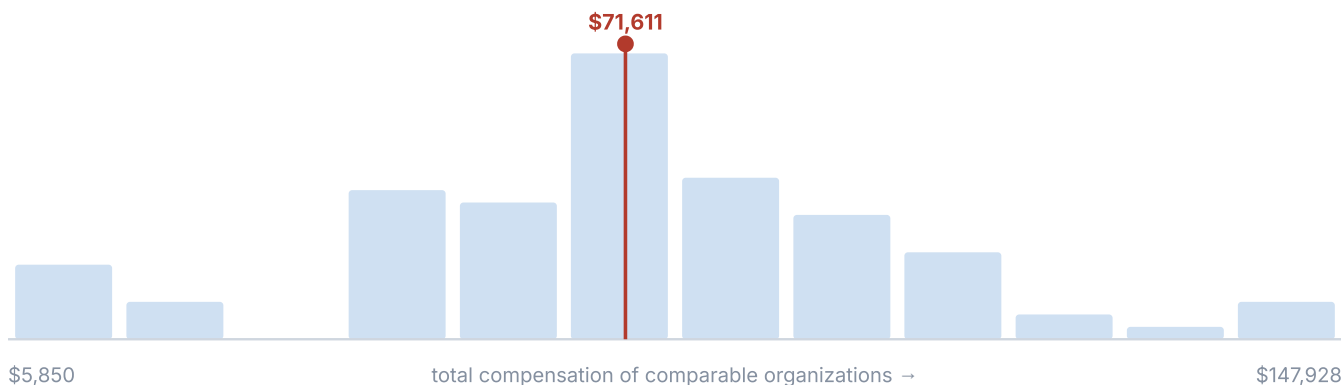
BUDGET Total revenue between \$266,367 and \$596,346 — 0.67x to 1.50x the subject's \$397,564 (the band tightens as size grows).

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

91 organizations qualified on sector, size, and geography

→ **91** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$41,809	\$54,995	\$73,755	\$88,446	\$104,439	\$71,611
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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 NC 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
Friends Of The Mad River	VT	\$406,162	Executive Director	\$68,571	\$66,796	2024
Mills River Partnership Inc	NC	\$406,242	Executive Di	\$84,253	\$82,081	2025
Plant A Million Corals Foundation Inc	FL	\$406,319	President & Ceo	\$82,214	\$74,747	2024
Higgins Lake Foundation	MI	\$410,917	Executive Di	\$7,989	\$7,981	2024
Multicultural Education For Resource	CA	\$413,304	Exec. Director	\$94,250	\$81,091	2023
Save The River Inc	NY	\$419,357	Exec. Direc.	\$47,807	\$41,809	2024
River Rangers International Inc	OH	\$420,310	President/ce	\$75,000	\$76,879	2024
Doan Brook Watershed Partnership	OH	\$422,092	Executive Di	\$51,606	\$52,899	2024
Iowa Drainage District Association	IA	\$370,156	Executive Dir.	\$119,911	\$123,792	2025
Ohio River Foundation	OH	\$425,997	Executive Director	\$135,609	\$139,007	2024
The Center For Water Security And	DC	\$426,670	Vice-chair And Executive Director	\$138,333	\$120,953	2023
Crystal Springs Foundation Inc	FL	\$427,082	Vp/executive Director	\$86,565	\$81,028	2023
Southeastern Arizona Bird Observatory Inc	AZ	\$428,340	President	\$23,750	\$22,106	2024
Little River Wetlands Project Inc	IN	\$364,403	2023 Exec Di	\$71,023	\$74,628	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Coachella Valley Irrigated Lands Coalition Inc	CA	\$361,310	Executive Director	\$13,839	\$11,565	2024
The Pomperaug River Watershed	CT	\$360,277	Executive Di	\$67,628	\$61,367	2024
Dolores River Boating Advocates	CO	\$434,872	Executive Director	\$90,444	\$83,933	2024
Watershed Alliance Of	WA	\$360,058	Executive Director	\$88,609	\$76,778	2024
Khm International	HI	\$435,307	Exec Director	\$74,675	\$64,705	2024
Great River Passage Conservancy	MN	\$444,881	Executive Director	\$154,688	\$147,928	2024
National Watershed Coalition	OK	\$446,831	Executive Director	\$132,000	\$137,045	2025
Colorado Watershed Assembly	CO	\$453,242	Executive Director	\$72,000	\$68,790	2023
Middle Colorado Watershed Council	CO	\$454,149	Executive Director	\$93,526	\$89,357	2023
Wyoming Wetland Society	WY	\$338,401	Program Director	\$50,071	\$53,424	2023
Maine Lakes Society	ME	\$336,391	Executive Di	\$76,106	\$73,755	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to NC 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 NC 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 **91** organizations. Compensation range \$5,850–\$147,928; filing years 2021–2025.

SIZE BASIS	Matched on total revenue (\$397,564); for reference, expenses \$586,399 and assets \$1,982,682. Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.
ROLE MATCH	Emily Sutton, reported title " <i>EXECUTIVE DI</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	2 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
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	47 th
Total compensation (D + F), as reported (no adjustments)	40 th
Reportable pay only (column D), adjusted	55 th
All sources (D + E + F), adjusted	45 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 (Emily Sutton) 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 91 similarly situated organizations (Same NTEE sector (C32), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$71,611 is reasonable (approximately the 47th 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.