

Texas Environmental Health Assoc

Executive Director / CEO

EIN 751657144

TX · NTEE C05

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Jennifer Lee, Executive Director / CEO** (\$45,719) against **every comparable organization** that fit the selection criteria — **692** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **35th** percentile of comparable organizations within the typical range

Benchmarked executive: Jennifer Lee — reported title “BUSINESS MAN”, 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 (C05).
BUDGET	Total revenue between \$192,729 and \$431,484 — 0.67x to 1.50x the subject's \$287,656 (the band tightens as size grows).
GEOGRAPHY	Same NTEE major group (C), nationwide + budget 0.67–1.5x revenue.

692 organizations qualified on sector, size, and geography → **692** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$14,218	\$35,755	\$59,655	\$82,498	\$108,380	\$45,719
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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 TX 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 Cheyenne Botanic Gardens	WY	\$287,785	Executive Director	\$43,500	\$46,566	2024
M3 Ministries	TX	\$287,081	Board Member, Ceo	\$78,000	\$80,304	2023
Carlsbad Mainstreet Project	NM	\$288,535	Executive Director	\$57,750	\$63,928	2023
North American Rock Garden Society Inc	NC	\$288,665	Executive Secretary	\$16,500	\$17,044	2024
Waukesha County Land Conservancy Inc	WI	\$289,154	Executive Director	\$70,969	\$74,094	2024
Kubota Garden Foundation	WA	\$289,184	Executive Director	\$67,002	\$61,740	2023
Prince William Conservation Alliance	VA	\$289,800	Executive Dir.	\$83,376	\$82,856	2023
Four Winds Nature Institute Inc	VT	\$285,418	Executive Dir.	\$63,811	\$64,207	2024
Montana Conservation Society	MT	\$285,400	Executive Director	\$110,000	\$118,537	2024
Friends Of Bayou Lafourche Inc	LA	\$290,045	Executive Director	\$51,458	\$58,318	2023
Lake Of The Ozarks Watershed Allian	MO	\$290,092	Executive Di	\$92,973	\$98,442	2024
Sundance Nature Alliance	UT	\$285,075	Executive Di	\$75,000	\$76,737	2024
Amigos De El Yunque Inc	PR	\$290,302	Executive Director	\$83,078	\$85,532	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Discovery Pathways	PA	\$290,379	Executive Director	\$72,021	\$71,799	2024
Nashville Tree Conservation Corps	TN	\$290,930	Former Exec	\$82,558	\$86,753	2024
Flathead Lakers Inc	MT	\$291,237	Executive Director	\$35,025	\$37,743	2024
Blue Scholars Initiative	FL	\$284,046	Program Director	\$30,468	\$28,613	2024
Imago	OH	\$291,359	Executive Director	\$33,772	\$36,815	2023
Coastal Connections Inc	FL	\$291,704	Executive Director	\$42,000	\$40,609	2023
Methow Recycles	WA	\$291,962	Executive Director	\$29,913	\$26,773	2024
Energy Programs Consortium	DC	\$283,320	Executive Director	\$51,000	\$46,061	2023
Chicas Verdes Corporation	CA	\$282,581	Executive Director	\$82,895	\$71,558	2024
Dover Land Conservation Trust	MA	\$293,352	Executive Secretary	\$7,510	\$6,946	2023
One Earth Collective	IL	\$281,886	Executive Dir.	\$79,000	\$77,642	2024
Green Cambridge Inc	MA	\$281,267	Executive Director	\$74,500	\$65,201	2025

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to TX 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 TX 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	692 organizations. Compensation range \$305–\$412,817; filing years 2020–2025.
SIZE BASIS	Matched on total revenue (\$287,656); for reference, expenses \$261,645 and assets \$268,388.
ROLE MATCH	Jennifer Lee, reported title " <i>BUSINESS MAN</i> ", 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	27 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	17 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	35 th
Total compensation (D + F), as reported (no adjustments)	34 th
Reportable pay only (column D), adjusted	37 th
All sources (D + E + F), adjusted	33 rd

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 (Jennifer Lee) 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 692 similarly situated organizations (Same NTEE major group (C), nationwide + budget 0.67–1.5× revenue).

3. The authorized body determined that total compensation of \$45,719 is reasonable (approximately the 35th 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.