

Pudding River Watershed Council

Executive Director / CEO

EIN 814366308
 OR · NTEE C32
 FY ending 2023-12-31
 June 9, 2026

This analysis benchmarks the total compensation of **Anna Rankin, Executive Director / CEO** (\$62,500) against **every comparable organization** that fit the selection criteria — **63** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **56th** percentile of comparable organizations within the typical range

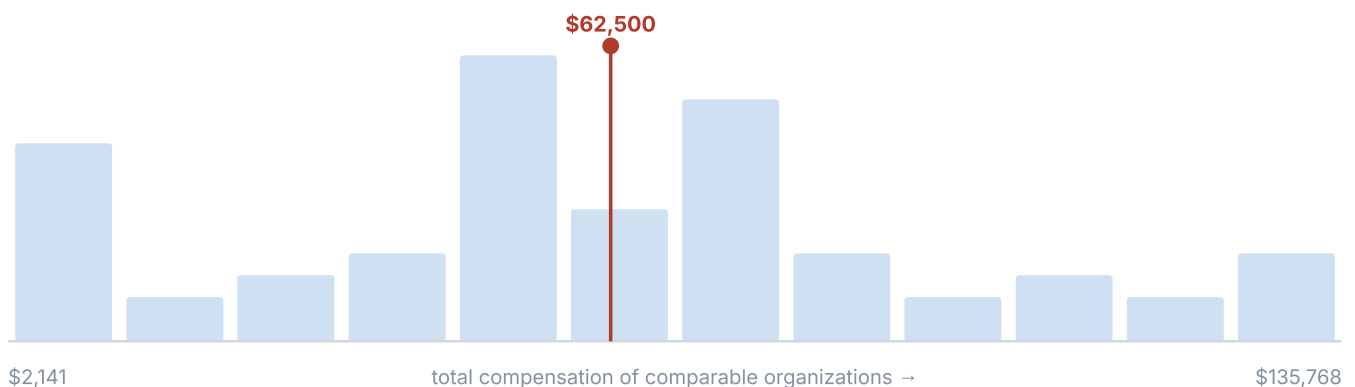
Benchmarked executive: Anna Rankin — reported title “Co-Executive Director”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (C32).
BUDGET	Total revenue between \$168,057 and \$376,248 — 0.67x to 1.50x the subject's \$250,832 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (C32), nationwide + budget 0.67–1.5x revenue.

63 organizations qualified on sector, size, and geography → **63** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$11,581	\$44,362	\$58,955	\$79,716	\$109,702	\$62,500
----------	----------	----------	----------	-----------	----------



● 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 OR 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
Smithfield Irrigation Company	UT	\$250,811	Trustee	\$2,000	\$2,141	2024
Acton Wakefield Watersheds Alliance	NH	\$248,360	Executive Di	\$74,862	\$72,300	2024
St Mary's River Watershed Association Inc	MD	\$247,582	Exec. Director	\$47,400	\$46,350	2024
Carrolls Water Association	WA	\$256,946	Treasurer	\$8,269	\$7,744	2024
Resource Protection Group Inc	VA	\$258,063	Secretary/tr	\$7,500	\$7,574	2024
Madison River Foundation	MT	\$240,092	Former Executive Director	\$109,125	\$126,667	2023
Lifetides Institute	SC	\$239,327	Vice Chair	\$26,500	\$28,916	2024
Gull Chain Of Lakes Association	MN	\$238,044	Secretary/tr	\$12,619	\$13,042	2024
Beyond Our Shores Inc	RI	\$263,786	President	\$73,150	\$75,531	2023
Jones River Watershed Associnc	MA	\$264,493	Exec. Dir.	\$60,000	\$56,394	2024
Hui O Koolaupoko	HI	\$236,830	Project Director	\$36,775	\$34,437	2024
Missouri Stream Team Watershed Coalition	MO	\$265,034	Executive Director	\$44,883	\$49,721	2024
Malama Na Apapa	HI	\$265,256	Director	\$10,000	\$11,351	2020
One People One Reef	CA	\$235,610	V Chair&co-dir.	\$28,000	\$26,036	2023
The Great Egg Harbor Watershed Association	NJ	\$233,111	Coordinator	\$51,611	\$49,620	2023
Chesapeake Rivers Association Inc	MD	\$232,603	Secretary	\$120,000	\$117,342	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
The Beaver Coalition Inc	OR	\$231,797	Executive Director	\$83,697	\$81,296	2024
Harney County Watershed Council Inc	OR	\$270,607	Coordinator	\$52,250	\$52,250	2023
Project41	CA	\$273,056	Ceo	\$101,400	\$91,581	2024
Jersey Shore Partnership Foundation Inc	NJ	\$221,167	President	\$75,063	\$70,097	2024
Pokegama Lake Association	MN	\$218,503	Secretary	\$2,700	\$2,791	2024
Project O	CA	\$216,852	President & Ceo	\$54,000	\$50,211	2023
Lake Of The Ozarks Watershed Allian	MO	\$290,092	Executive Di	\$92,973	\$102,996	2024
Spokane River Forum	WA	\$208,638	Executive Dir.	\$46,376	\$42,308	2025
Jacobs Creek Watershed Association	PA	\$208,570	Executive Director	\$40,240	\$43,212	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to OR 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 OR 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	63 organizations. Compensation range \$2,141–\$135,768; filing years 2020–2025.
SIZE BASIS	Matched on total revenue (\$250,832); for reference, expenses \$230,525 and assets \$67,356.
ROLE MATCH	Anna Rankin, reported title " <i>Co-Executive Director</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.

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	56 th
Total compensation (D + F), as reported (no adjustments)	54 th
Reportable pay only (column D), adjusted	57 th
All sources (D + E + F), adjusted	56 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 (Anna Rankin) 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 63 similarly situated organizations (Same NTEE sector (C32), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$62,500 is reasonable (approximately the 56th 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.