

# Trinity Knolls Mutual Water Company

Executive Director / CEO

EIN 941606897  
 CA · NTEE Y22  
 FY ending 2024-09-30  
 June 9, 2026

This analysis benchmarks the total compensation of **Kenneth Reynolds, Executive Director / CEO** (\$15,225) against **every comparable organization** that fit the selection criteria — **95** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **68<sup>th</sup>** percentile of comparable organizations within the typical range

**Benchmarked executive:** Kenneth Reynolds — reported title “Chairman”, 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 (Y22).

**BUDGET** Total revenue between \$71,870 and \$160,905 — 0.67x to 1.50x the subject's \$107,270 (the band tightens as size grows).

**GEOGRAPHY** Same NTEE major group (Y), nationwide + budget 0.67–1.5x revenue.

**95** organizations qualified on sector, size, and geography → **95** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$522	\$1,307	\$6,965	\$18,354	\$67,318	\$15,225
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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 CA 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
<a href="#">Alton Cemetery Inc</a>	IL	\$106,169	Trustee	\$750	<b>\$879</b>	2023
<a href="#">Clinton Cemetery Association Inc</a>	NY	\$109,218	Superintendent	\$18,000	<b>\$18,836</b>	2024
<a href="#">Fraternal Order Of Eagles</a>	OH	\$109,239	Secretary	\$75	<b>\$92</b>	2024
<a href="#">Greenfield Moose Family Center 997 Loom</a>	MA	\$104,541	Administrator	\$18,200	<b>\$18,452</b>	2025
<a href="#">Higher Education Consortium For Student</a>	DC	\$103,327	Ex-officio Executive Director	\$163,570	<b>\$171,137</b>	2023
<a href="#">Wyoming Fire Dept Relief Association</a>	MN	\$111,547	President	\$500	<b>\$589</b>	2023
<a href="#">Nashwauk Fire Relief Association</a>	MN	\$102,081	President	\$7,200	<b>\$8,239</b>	2024
<a href="#">Woodland Cemetery Association Inc</a>	NY	\$113,572	President	\$1,900	<b>\$2,047</b>	2023
<a href="#">Real Estate Cyber Consortium</a>	DC	\$100,000	Executive Director	\$38,537	<b>\$39,163</b>	2024
<a href="#">Marilla Cemetery Association Inc</a>	NY	\$99,787	President	\$575	<b>\$602</b>	2024
<a href="#">Union Cemetery Association Of</a>	OR	\$115,074	Sec/treasurer	\$3,600	<b>\$3,772</b>	2025
<a href="#">Sailmail Association</a>	CA	\$99,465	Secretary	\$25,200	<b>\$25,200</b>	2024
<a href="#">The Farmington Cemetery Association</a>	NH	\$115,306	President	\$1,200	<b>\$1,283</b>	2024
<a href="#">Mt Carmel Cemetery</a>	AR	\$115,425	Assistant Secretary	\$5,150	<b>\$6,902</b>	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Cahp Retired Employees Medical Trust</a>	CA	\$98,902	Trustee	\$41,152	<b>\$41,152</b>	2024
<a href="#">Rhode Island State Fop Foundation Inc</a>	RI	\$98,822	President	\$4,800	<b>\$5,192</b>	2025
<a href="#">Goshen Cemetery Inc</a>	IN	\$116,781	President	\$700	<b>\$881</b>	2023
<a href="#">Chevra Ahavas Chesed Inc</a>	MD	\$96,228	Executive Director	\$15,000	<b>\$16,240</b>	2024
<a href="#">Ohio League For Nursing</a>	OH	\$119,853	Managing Dir	\$54,600	<b>\$66,971</b>	2024
<a href="#">Horse Country Inc</a>	KY	\$120,372	Executive Director	\$128,919	<b>\$160,401</b>	2024
<a href="#">Vfw Post 1449 Inc</a>	NY	\$94,121	Quartermaster	\$15,600	<b>\$16,807</b>	2023
<a href="#">Free And Accepted Masons Willow Glen-fraternity399</a>	CA	\$93,422	Secretary	\$3,600	<b>\$3,600</b>	2024
<a href="#">Allendale Waldwick Pba</a>	NJ	\$93,386	State Delegate	\$1,950	<b>\$1,965</b>	2025
<a href="#">New Bedford Lodge No 914 Loyal Order Of Moose</a>	MA	\$93,202	Administrator	\$1,551	<b>\$1,614</b>	2024
<a href="#">Fraternal Order Of Eagles</a>	MO	\$121,924	Bartender	\$14,603	<b>\$17,451</b>	2025

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CA 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 CA 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](https://peerbasis.org/methodology).

## ■ Sample, role match & sensitivity

**PEER COUNT** 95 organizations. Compensation range \$92–\$310,404; filing years 2023–2025.

**SIZE BASIS** Matched on total revenue (\$107,270); for reference, expenses \$100,549 and assets \$498,885.

**ROLE MATCH** Kenneth Reynolds, reported title "*Chairman*", 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** 11 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

**OUTLIERS** 14 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	68 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	73 <sup>rd</sup>
Reportable pay only (column D), adjusted	79 <sup>th</sup>
All sources (D + E + F), adjusted	67 <sup>th</sup>

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 (Kenneth Reynolds) 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 95 similarly situated organizations (Same NTEE major group (Y), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$15,225 is reasonable (approximately the 68<sup>th</sup> percentile of comparable organizations) and documented the basis for this determination concurrently, on [date], by a vote of [\_\_ for / \_\_ against].

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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.