

Oxford Memorial Library

Executive Director / CEO

EIN 150549855
 NY · NTEE B71Z
 FY ending 2025-06-30
June 9, 2026

This analysis benchmarks the total compensation of **Gillian Mulder, Executive Director / CEO** (\$23,721) against **every comparable organization** that fit the selection criteria — **35** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 6th percentile of comparable organizations

below the typical range for comparable organizations

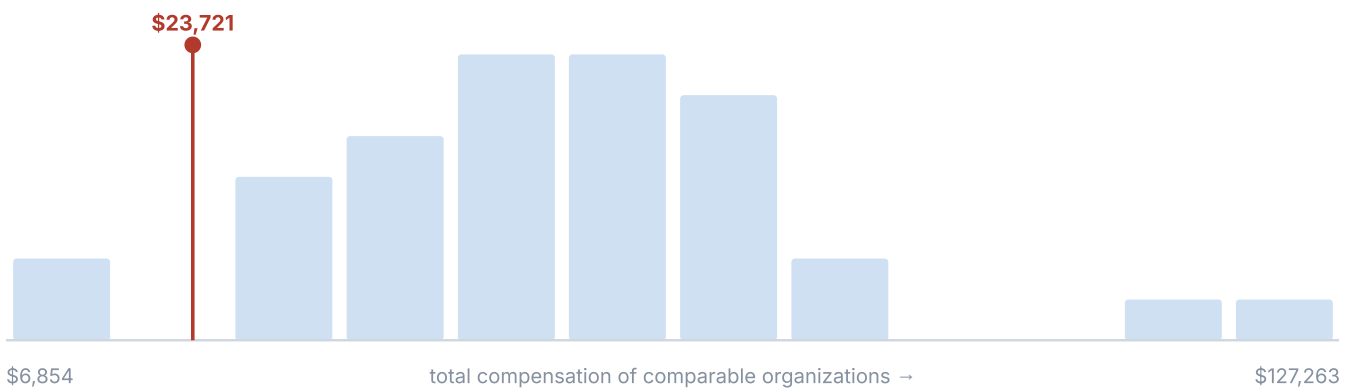
Benchmarked executive: Gillian Mulder — reported title "DIRECTOR", selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

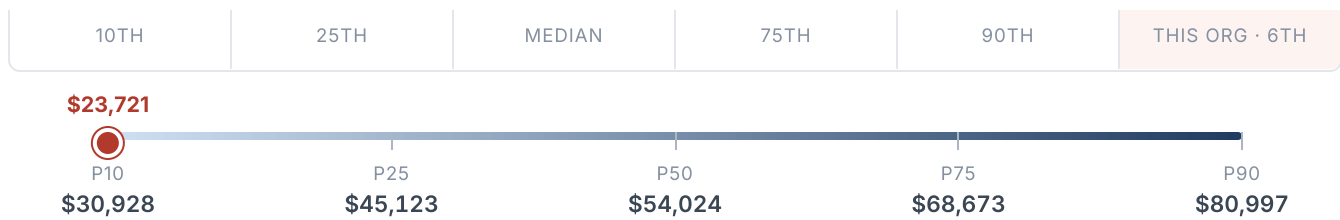
SECTOR	Organizations sharing the subject's NTEE classification (B71Z).
BUDGET	Total revenue between \$178,912 and \$400,549 — 0.67x to 1.50x the subject's \$267,033 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B71), nationwide + budget 0.67–1.5x revenue.

35 organizations qualified on sector, size, and geography → **35** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$30,928	\$45,123	\$54,024	\$68,673	\$80,997	\$23,721
----------	----------	----------	----------	----------	-----------------



■ 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 NY 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
Scottdale Public Library	PA	\$269,598	Library Dire	\$59,292	\$69,149	2023
Schoolcraft Community Library	MI	\$270,614	Director	\$55,494	\$63,388	2025
South Butler Community Library	PA	\$263,324	Library Director	\$45,500	\$51,542	2024
The Southworth Library Association	NY	\$275,155	Executive Director	\$56,178	\$59,368	2023
Webster Memorial Library	MI	\$275,359	President	\$6,000	\$6,854	2025
Southeast Library System	MN	\$253,075	Executive Director	\$33,420	\$36,545	2025
Minoa Free Library	NY	\$284,438	Director	\$42,079	\$44,468	2023
Clairton Public Library	PA	\$241,323	Executive Dir.	\$55,264	\$62,602	2024
Fort Plain Free Library	NY	\$240,174	Director	\$51,652	\$53,019	2024
Paris Public Library Association	ME	\$296,529	Library Director	\$55,825	\$61,862	2025
Waldoboro Public Library	ME	\$298,475	Executive Director	\$42,238	\$49,463	2023
Montour Falls Memorial Library	NY	\$233,751	Library Director	\$38,659	\$40,854	2023
Annie Lee Thompson Library Trust Fund	TX	\$223,606	Ceo	\$47,544	\$54,024	2024
The Detroit Public Library Friends	MI	\$221,854	Exec Director/board President	\$108,542	\$127,263	2024
Lakewood Memorial Library	NY	\$214,711	Library Dire	\$68,069	\$69,870	2024
Grove City Community Library	PA	\$207,191	Interim Dire	\$23,997	\$27,184	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Friends Of The Salt Lake City Public	UT	\$206,160	Sales Manager	\$55,129	\$62,441	2025
Dimmick Memorial Library	PA	\$204,697	Director	\$44,340	\$50,228	2024
The Greater Cincinnati Library Consortiu	OH	\$203,100	Executive Director	\$60,203	\$74,571	2023
Friends Of The Central Library Inc	NY	\$332,061	Executive Director	\$44,252	\$46,765	2023
Highland Falls Library	NY	\$332,422	Director	\$66,438	\$68,196	2024
Olive Free Library Association	NY	\$338,865	Director	\$61,741	\$63,375	2024
Springdale Free Public Library Inc	PA	\$192,770	Director Administrator	\$57,165	\$64,755	2024
Clark Memorial Library	RI	\$187,786	Director	\$40,821	\$45,777	2023
The Union Library Company Of Hatborough	PA	\$347,488	Library Directo	\$28,447	\$33,176	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to NY 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 NY 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 35 organizations. Compensation range \$6,854–\$127,263; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$267,033); for reference, expenses \$217,078 and assets \$1,091,665.

ROLE MATCH Gillian Mulder, reported title "*DIRECTOR*", 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	3 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	3 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	6 th
Total compensation (D + F), as reported (no adjustments)	6 th
Reportable pay only (column D), adjusted	11 th
All sources (D + E + F), adjusted	3 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 (Gillian Mulder) 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 35 similarly situated organizations (Same NTEE sector (B71), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$23,721 is reasonable (approximately the 6th 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.