

# Worcester Public Library Foundation

Executive Director / CEO

EIN 200066770

MA · NTEE T22

FY ending 2024-06-30

June 9, 2026

This analysis benchmarks the total compensation of **Christine M Murray, Executive Director / CEO** (\$100,957) 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 91<sup>st</sup> percentile of comparable organizations**

above the 90th percentile — board review recommended

**Benchmarked executive:** Christine M Murray — reported title “EXECUTIVE DIRECTOR/CLERK”, 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 (T22).

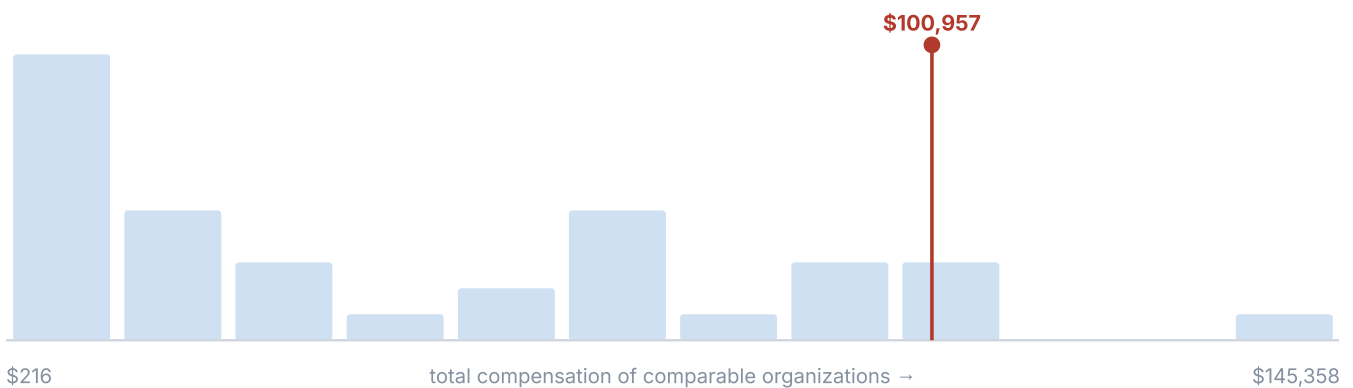
**BUDGET** Total revenue between \$248,078 and \$555,399 — 0.67x to 1.50x the subject's \$370,266 (the band tightens as size grows).

**GEOGRAPHY** Same NTEE sector (T22), 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



\$5,427

\$10,749

\$30,437

\$70,407

\$97,964

**\$100,957**



## ● 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 MA 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="#">Parson Of The Hills Foundation Inc</a>	NC	\$373,789	Ceo Director	\$52,008	<b>\$61,567</b>	2023
<a href="#">Zarlengo Foundation</a>	CO	\$362,095	Executive Dir.	\$95,000	<b>\$101,371</b>	2024
<a href="#">Abny Foundation Inc</a>	NY	\$382,348	Ceo & Secretary	\$8,750	<b>\$9,058</b>	2023
<a href="#">Ironworkers Local 782 Joint</a>	KY	\$382,411	Trustee	\$906	<b>\$1,083</b>	2024
<a href="#">Ridgecrest Foundation Inc</a>	IA	\$383,077	Ceo	\$45,574	<b>\$54,099</b>	2025
<a href="#">Jimmie Johnson Foundation</a>	NC	\$383,978	Executive Director	\$81,953	<b>\$94,233</b>	2024
<a href="#">Hope Christian Services Foundation Inc</a>	NJ	\$388,812	Ceo	\$16,806	<b>\$16,698</b>	2024
<a href="#">Hand Up For Women</a>	TN	\$351,607	Executive Director	\$68,870	<b>\$82,939</b>	2023
<a href="#">The John And Clara Brady Family</a>	LA	\$397,568	Director	\$58,114	<b>\$71,211</b>	2024
<a href="#">Leadership Perimeter Inc</a>	GA	\$339,391	Executive Di	\$90,600	<b>\$101,375</b>	2024
<a href="#">Norman A &amp; Susan L Pappas Family</a>	MI	\$330,349	Secretary	\$26,189	<b>\$30,081</b>	2024
<a href="#">Blackacre Conservancy Inc</a>	KY	\$326,500	Executive Director	\$70,000	<b>\$86,163</b>	2023
<a href="#">Terrebonne Foundation For Academic</a>	LA	\$326,465	Executive Director	\$56,000	<b>\$68,621</b>	2024
<a href="#">The Trauma Foundation</a>	WA	\$417,300	Executive Dir.	\$60,000	<b>\$61,544</b>	2023
<a href="#">Msda Charitable And Educational</a>	MD	\$322,375	Executive Director	\$5,360	<b>\$5,576</b>	2024
<a href="#">Chris Evert Charities Inc</a>	FL	\$419,846	Director	\$39,899	<b>\$41,711</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Clearwater Clear Lake Food Shelf</a>	MN	\$426,854	Director	\$10,400	<b>\$11,436</b>	2024
<a href="#">The Schweitzer Family Foundation</a>	TX	\$427,102	Treasurer	\$29,957	<b>\$33,347</b>	2024
<a href="#">Grantmakers Of Oregon And Sw Washington</a>	OR	\$310,685	President/ceo	\$136,621	<b>\$145,358</b>	2023
<a href="#">Delaware Preservation Fund Inc</a>	DE	\$304,850	Program Director	\$4,890	<b>\$5,328</b>	2024
<a href="#">Bonny Lea Charitable Foundation</a>		\$294,876	Executive Director	\$98,872	<b>\$98,872</b>	2024
<a href="#">Cassie Hines Shoes Cancer Foundation Inc</a>	MI	\$294,164	Vice President - Executive Director	\$13,350	<b>\$15,787</b>	2023
<a href="#">Southeastern Pa Intergroup</a>	PA	\$286,727	Office Manager	\$62,720	<b>\$69,603</b>	2024
<a href="#">Sauganash Foundation</a>	NY	\$280,083	Trustee	\$29,400	<b>\$30,437</b>	2023
<a href="#">Mt Helix Park Foundation</a>	CA	\$460,546	Executive Director	\$7,130	<b>\$6,851</b>	2024

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

## ● Sample, role match & sensitivity

PEER COUNT	35 organizations. Compensation range \$216–\$145,358; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$370,266); for reference, expenses \$314,761 and assets \$2,252,330.
ROLE MATCH	Christine M Murray, reported title "EXECUTIVE DIRECTOR/CLERK", benchmarked as Executive Director / CEO. <b>Selected as the organization's highest-paid individual without an</b>

**exact title match — the board should confirm this is a comparable role.**

RELATED-ORG PAY 13 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

Sensitivity — the subject's percentile under alternative compensation definitions:

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	91 <sup>st</sup>
Total compensation (D + F), as reported (no adjustments)	97 <sup>th</sup>
Reportable pay only (column D), adjusted	86 <sup>th</sup>
All sources (D + E + F), adjusted	63 <sup>rd</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 (Christine M Murray) 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 (T22), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$100,957 is reasonable (approximately the 91<sup>st</sup> 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.