

One People One Reef

Executive Director / CEO

This analysis benchmarks the total compensation of **Magul Rulmal, Executive Director / CEO** (\$28,000) against **every comparable organization** that fit the selection criteria — **62** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **18th** percentile of comparable organizations below the typical range for comparable organizations

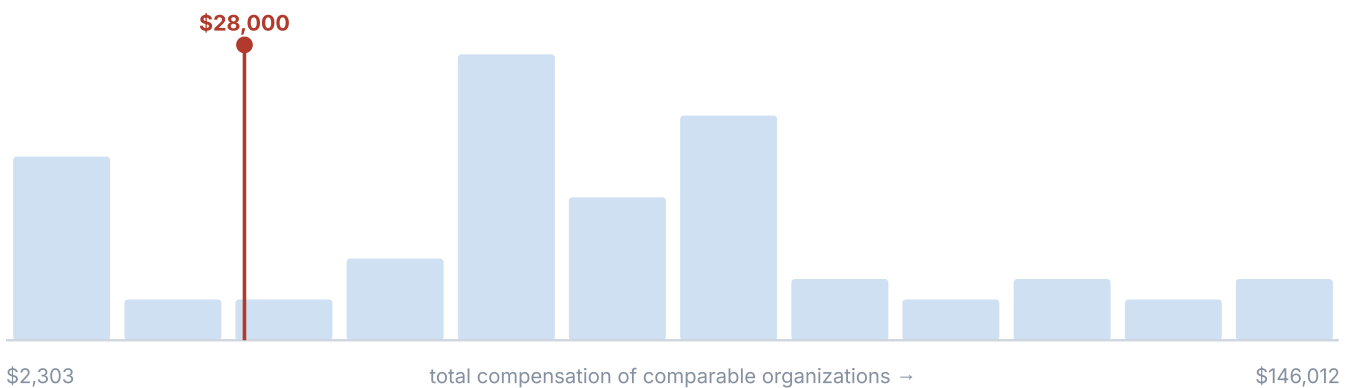
Benchmarked executive: Magul Rulmal — reported title “V Chair&Co-Dir.”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (C32).
BUDGET	Total revenue between \$157,858 and \$353,415 — 0.67x to 1.50x the subject's \$235,610 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (C32), nationwide + budget 0.67–1.5x revenue.

62 organizations qualified on sector, size, and geography → **62** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$9,253	\$49,171	\$62,748	\$83,963	\$112,047	\$28,000
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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
Hui O Koolaupoko	HI	\$236,830	Project Director	\$36,775	\$37,036	2024
Gull Chain Of Lakes Association	MN	\$238,044	Secretary/tr	\$12,619	\$14,026	2024
The Great Egg Harbor Watershed Association	NJ	\$233,111	Coordinator	\$51,611	\$53,365	2023
Chesapeake Rivers Association Inc	MD	\$232,603	Secretary	\$120,000	\$126,195	2024
Lifetides Institute	SC	\$239,327	Vice Chair	\$26,500	\$31,098	2024
The Beaver Coalition Inc	OR	\$231,797	Executive Director	\$83,697	\$87,430	2024
Madison River Foundation	MT	\$240,092	Former Executive Director	\$109,125	\$136,225	2023
St Mary's River Watershed Association Inc	MD	\$247,582	Exec. Director	\$47,400	\$49,847	2024
Acton Wakefield Watersheds Alliance	NH	\$248,360	Executive Di	\$74,862	\$77,755	2024
Jersey Shore Partnership Foundation Inc	NJ	\$221,167	President	\$75,063	\$75,386	2024
Smithfield Irrigation Company	UT	\$250,811	Trustee	\$2,000	\$2,303	2024
Pudding River Watershed Council	OR	\$250,832	Co-executive Director	\$62,500	\$67,216	2023
Pokegama Lake Association	MN	\$218,503	Secretary	\$2,700	\$3,002	2024
Project O	CA	\$216,852	President & Ceo	\$54,000	\$54,000	2023
Carrolls Water Association	WA	\$256,946	Treasurer	\$8,269	\$8,328	2024
Resource Protection Group Inc	VA	\$258,063	Secretary/tr	\$7,500	\$8,146	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Spokane River Forum	WA	\$208,638	Executive Dir.	\$46,376	\$45,500	2025
Jacobs Creek Watershed Association	PA	\$208,570	Executive Director	\$40,240	\$46,472	2023
Friends Of Deckers Creek Inc	WV	\$208,060	Exec. Director	\$41,273	\$50,267	2024
Beyond Our Shores Inc	RI	\$263,786	President	\$73,150	\$81,230	2023
Trinity Edwards Springs Protection Assoc	TX	\$207,231	Executive Dir.	\$43,500	\$48,946	2024
Jones River Watershed Associnc	MA	\$264,493	Exec. Dir.	\$60,000	\$60,649	2024
Missouri Stream Team Watershed Coalition	MO	\$265,034	Executive Director	\$44,883	\$53,473	2024
Malama Na Apapa	HI	\$265,256	Director	\$10,000	\$12,208	2020
Harney County Watershed Council Inc	OR	\$270,607	Coordinator	\$52,250	\$56,192	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CA 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 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.

■ Sample, role match & sensitivity

PEER COUNT 62 organizations. Compensation range \$2,303–\$146,012; filing years 2020–2025.

SIZE BASIS Matched on total revenue (\$235,610); for reference, expenses \$688,730 and assets \$345,022. **Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.**

ROLE MATCH Magul Rulmal, reported title "*V Chair&Co-Dir.*", 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.

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	18 th
Total compensation (D + F), as reported (no adjustments)	19 th
Reportable pay only (column D), adjusted	18 th
All sources (D + E + F), adjusted	18 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 (Magul Rulmal) 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 62 similarly situated organizations (Same NTEE sector (C32), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$28,000 is reasonable (approximately the 18th 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.