

Pima County Library Foundation

Executive Director / CEO

EIN **861034492**
 AZ · NTEE B117
 FY ending 2023-06-30
June 10, 2026

This analysis benchmarks the total compensation of **Thomas Cashman, Executive Director / CEO** (\$65,291) against **every comparable organization** that fit the selection criteria — **60** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **83rd** percentile of comparable organizations within the typical range

Benchmarked executive: Thomas Cashman — reported title “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 (B117).
BUDGET	Total revenue between \$73,000 and \$163,434 — 0.67x to 1.50x the subject's \$108,956 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B11), nationwide + budget 0.67–1.5x revenue.

60 organizations qualified on sector, size, and geography → **60** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$4,963	\$14,842	\$28,816	\$44,174	\$80,955	\$65,291
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10TH	25TH	MEDIAN	75TH	90TH	THIS ORG · 83RD
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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 AZ 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
Timothy Christian Schools Foundation	IL	\$108,087	Secretary	\$39,775	\$40,660	2023
Oelc At Kennedy Qalich	NE	\$108,000	Educare Of Omaha Executive Director	\$15,345	\$16,669	2024
Ghes Building Company	MN	\$107,956	Board Chair	\$5,654	\$5,809	2023
The Sumner G Rand Jr Foundation	FL	\$106,782	President	\$87,076	\$80,487	2025
Simi Valley Education Foundation	CA	\$111,186	Executive Direc	\$33,075	\$28,845	2024
Patterson Park Public Charter	MD	\$111,386	Executive Director	\$7,600	\$7,388	2023
Ncsm Student & Constituent Support	NC	\$111,609	Executive Director	\$56,657	\$59,126	2024
National Association Of College	OH	\$103,998	Senior Director Of Finance & Administration	\$18,379	\$19,661	2024
Michael J Connell Memorial Fund	CA	\$102,022	Co-trustee	\$49,000	\$42,733	2024
Liberty University Foundation	VA	\$118,139	Director/president	\$17,026	\$17,094	2023
Iowa School For The Deaf Foundation	IA	\$98,158	President	\$28,502	\$31,519	2024
Peruna East Corporation	TX	\$97,750	President	\$85,562	\$86,442	2024
Strong Communities Realty Corporation	FL	\$96,654	President	\$36,104	\$35,267	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Butler Foundation	IN	\$121,511	President	\$64,768	\$68,983	2024
Richland School District Two Education	SC	\$96,169	Executive Director	\$12,000	\$13,017	2023
Friends And Foundation	CA	\$122,000	Executive Dir.	\$50,764	\$45,579	2023
C F Kellogg Est M M Kellogg Unitrust	NY	\$123,733	Trustee	\$18,277	\$16,681	2024
Foundation For Compton Community College	CA	\$93,837	Member	\$97,654	\$85,165	2024
Clinton Public Schools Scholarship Enrichment Foundation Inc	MA	\$93,835	Treasurer (Ret)	\$900	\$841	2023
Swocc Qalich	OR	\$92,701	President	\$51,185	\$48,008	2024
Our House Community Investment	AR	\$126,049	Vice Chairman	\$11,199	\$12,714	2024
Ah Capital Campaign Inc	GA	\$126,583	President & Ceo	\$42,717	\$43,379	2024
Central Washington University Alumni	WA	\$126,733	Executive Director	\$31,835	\$28,787	2024
Greeneville City Schools Foundation	TN	\$90,963	Executive Di	\$34,500	\$36,626	2024
The Bearcat Touchdown Club Inc	GA	\$90,878	Secretary	\$5,000	\$5,078	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to AZ 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 AZ 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	60 organizations. Compensation range \$441–\$252,642; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$108,956); for reference, expenses \$166,224 and assets \$1,062,700. Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.
ROLE MATCH	Thomas Cashman, reported title " <i>EXECUTIVE DIRECTOR</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	39 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	83 rd
Total compensation (D + F), as reported (no adjustments)	85 th
Reportable pay only (column D), adjusted	97 th
All sources (D + E + F), adjusted	37 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 (Thomas Cashman) 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 10, 2026, comparing compensation against 60 similarly situated organizations (Same NTEE sector (B11), nationwide + budget 0.67–1.5× revenue).

3. The authorized body determined that total compensation of \$65,291 is reasonable (approximately the 83rd 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 10, 2026.