

# Reader To Reader Inc

Executive Director / CEO

EIN 030496901  
 MA · NTEE T19  
 FY ending 2025-09-30  
 June 9, 2026

This analysis benchmarks the total compensation of **David Mazor, Executive Director / CEO** (\$106,100) against **every comparable organization** that fit the selection criteria — **679** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **90<sup>th</sup>** percentile of comparable organizations within the typical range

**Benchmarked executive:** David Mazor — reported title “PRES & EXEC DIR”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (T19).
BUDGET	Total revenue between \$153,811 and \$344,355 — 0.67x to 1.50x the subject's \$229,570 (the band tightens as size grows).
GEOGRAPHY	Same NTEE major group (T), nationwide + budget 0.67–1.5x revenue.

**679** organizations qualified on sector, size, and geography → **679** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$9,974	\$26,301	\$47,735	\$75,106	\$108,180	<b>\$106,100</b>
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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 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="#">The Surety Foundation Inc</a>	DC	\$229,532	Sfaa Foundation Liaison	\$57,126	<b>\$57,261</b>	2024
<a href="#">Creating Caring Communities</a>	CA	\$229,516	Executive Director	\$22,953	<b>\$22,639</b>	2024
<a href="#">Sports Creative Foundation</a>	NY	\$229,314	Ceo	\$19,950	<b>\$20,592</b>	2024
<a href="#">Crecer Foundation</a>	KS	\$229,915	Executive Director	\$28,800	<b>\$35,540</b>	2024
<a href="#">Purple Flower Community Health &amp; Wellness Foundation</a>	TN	\$229,944	President	\$112,369	<b>\$134,919</b>	2024
<a href="#">Rhino Foods Foundation Inc</a>	VT	\$230,190	Executive Director	\$87,470	<b>\$97,974</b>	2025
<a href="#">Hamblen County Foundation For</a>	TN	\$230,307	Executive Director	\$30,000	<b>\$36,021</b>	2024
<a href="#">Cape Cod Tech Foundation Inc</a>	MA	\$230,754	Clerk/execut	\$27,000	<b>\$27,000</b>	2025
<a href="#">The Dental Foundation Of Oregon</a>	OR	\$230,789	Executive Director	\$149,288	<b>\$158,361</b>	2024
<a href="#">United Way Of Northern Cameron</a>	TX	\$230,798	Executive Director	\$56,600	<b>\$66,583</b>	2023
<a href="#">Music 4 Miracles Inc</a>	FL	\$228,283	President	\$70,356	<b>\$75,497</b>	2024
<a href="#">Northcrest Foundation</a>	IA	\$228,134	Ceo	\$12,284	<b>\$15,817</b>	2023
<a href="#">Southwest Members Care Inc</a>	TN	\$231,021	President	\$161,707	<b>\$194,159</b>	2024
<a href="#">Indy Hub Foundation Inc</a>	IN	\$228,023	President	\$80,100	<b>\$96,487</b>	2024
<a href="#">Avon Education Foundation</a>	IN	\$231,119	Executive Dir.	\$55,000	<b>\$66,252</b>	2024
<a href="#">St Marys Area United Way</a>	PA	\$231,230	Executive Director	\$10,000	<b>\$11,728</b>	2023
<a href="#">Ddembe Inc</a>	MS	\$231,395	Director	\$30,000	<b>\$38,166</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Freedom Project Network</a>	MS	\$231,398	Executive Director	\$39,230	<b>\$49,908</b>	2024
<a href="#">Lindas Magnificent Mutts Rescue</a>	IL	\$227,544	President	\$46,375	<b>\$52,078</b>	2024
<a href="#">The Pearl Foundation Of The</a>	TN	\$227,530	Program Direct	\$55,650	<b>\$66,817</b>	2024
<a href="#">The Eddie C And C Sylvia Brown Family</a>	MD	\$227,482	Director	\$29,328	<b>\$31,320</b>	2024
<a href="#">I Heermann Anesthesia Foundation</a>	FL	\$231,693	Secretary/tr	\$6,000	<b>\$6,439</b>	2024
<a href="#">Operation True North</a>	TX	\$231,825	Executive Dir.	\$51,637	<b>\$59,001</b>	2024
<a href="#">Santa For A Day Incorporated</a>	IL	\$227,001	Chairman & Executive Direc	\$33,100	<b>\$38,268</b>	2023
<a href="#">Infinite Family</a>	NY	\$232,148	President And Ceo	\$87,921	<b>\$93,431</b>	2023

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

## ● Sample, role match & sensitivity

PEER COUNT	679 organizations. Compensation range \$113–\$855,350; filing years 2022–2025.
SIZE BASIS	Matched on total revenue (\$229,570); for reference, expenses \$295,605 and assets \$402,931.
ROLE MATCH	David Mazor, reported title "PRES & EXEC DIR", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	182 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

**OUTLIERS** 30 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	90 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	92 <sup>nd</sup>
Reportable pay only (column D), adjusted	92 <sup>nd</sup>
All sources (D + E + F), adjusted	66 <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 (David Mazor) 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 679 similarly situated organizations (Same NTEE major group (T), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$106,100 is reasonable (approximately the 90<sup>th</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.