

Richmond Memorial Library Association Inc

Executive Director / CEO

EIN 066056067
 CT · NTEE B71Z
 FY ending 2023-06-30
 June 10, 2026

This analysis benchmarks the total compensation of **Aubrey Muscaro, Executive Director / CEO** (\$95,476) against **every comparable organization** that fit the selection criteria — **46** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **96th** percentile of comparable organizations above the 90th percentile — board review recommended

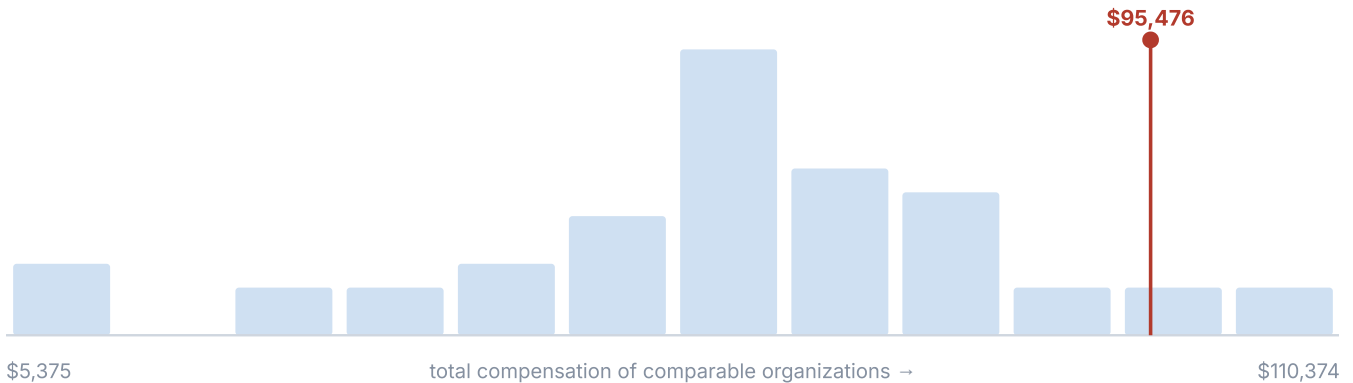
Benchmarked executive: Aubrey Muscaro — reported title “Library Director”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (B71Z).
BUDGET	Total revenue between \$303,616 and \$679,738 — 0.67x to 1.50x the subject's \$453,159 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B71), nationwide + budget 0.67–1.5x revenue.

46 organizations qualified on sector, size, and geography → **46** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$33,883	\$56,033	\$64,684	\$76,227	\$88,988	\$95,476
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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 CT 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
Baldwin Borough Public Library	PA	\$447,760	Executive Dir.	\$68,569	\$70,837	2024
Alleghany Highlands Regional Library Inc	VA	\$462,823	Library Director	\$80,953	\$78,886	2025
Cross' Mills Public Library	RI	\$439,211	Executive Directors	\$77,456	\$76,940	2024
Middlesex County Public	VA	\$438,434	Executive Di	\$38,492	\$37,509	2025
Alpine Public Library Association Inc	TX	\$421,341	Executive Dir.	\$36,212	\$37,525	2024
Southeastern Wisconsin Information	WI	\$421,183	Coordinator	\$4,969	\$5,375	2024
Boothbay Harbor Memorial Library	ME	\$485,324	Executive Di	\$70,551	\$75,346	2023
Norwich Public Library Association	VT	\$486,604	Director	\$84,072	\$87,662	2024
Palmyra Public Library	PA	\$487,314	Executive Di	\$45,014	\$46,503	2024
Maryland Library Association Inc	MD	\$487,497	Executive Director	\$79,500	\$75,012	2025
Waterloo Library And Historical Society	NY	\$418,514	Executive Director	\$60,207	\$58,025	2023
Honey Brook Community Library	PA	\$418,267	Director	\$54,475	\$56,277	2024
Malvern Public Library	PA	\$416,962	Library Dire	\$74,943	\$77,422	2024
Tyson Library Association Inc	IN	\$405,192	Director	\$55,112	\$60,208	2024
Brainerd Memorial Library	CT	\$504,052	Director	\$90,313	\$90,313	2023
Wiscasset Public Library	ME	\$507,495	Library Director	\$62,038	\$64,354	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Downingtown Library Company	PA	\$512,194	Int. Director	\$60,425	\$64,267	2023
Glendora Public Library	CA	\$393,944	Executive Director	\$80,192	\$69,886	2025
Julia L Butterfield Memorial	NY	\$512,964	Director	\$70,000	\$65,528	2024
Bradford Area Public Library	PA	\$519,046	Executive Director	\$54,160	\$55,951	2024
Wisconsin Library Association Inc	WI	\$521,939	Executive Director	\$101,295	\$109,591	2024
Friends Of The Chas County Library	SC	\$380,695	Director	\$72,000	\$77,813	2024
South Fayette Township Library	PA	\$378,596	Executive Dir.	\$63,341	\$65,436	2024
Kirkland Town Library	NY	\$531,556	Library Director	\$69,451	\$65,013	2024
Madison County Library	VA	\$372,357	Librarian	\$47,316	\$47,328	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CT 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 CT 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 46 organizations. Compensation range \$5,375–\$110,374; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$453,159); for reference, expenses \$464,238 and assets \$532,856.

ROLE MATCH Aubrey Muscaro, reported title "*Library Director*", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY	2 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	5 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	96 th
Total compensation (D + F), as reported (no adjustments)	91 st
Reportable pay only (column D), adjusted	83 rd
All sources (D + E + F), adjusted	96 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 (Aubrey Muscaro) 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 46 similarly situated organizations (Same NTEE sector (B71), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$95,476 is reasonable (approximately the 96th 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.