

Amery Regional Medical Center Foundation

Executive Director / CEO

EIN 391726539
 MN · NTEE E99Z
 FY ending 2024-12-31
 June 9, 2026

This analysis benchmarks the total compensation of **Debra A Rudquist, Executive Director / CEO** (\$67,666) against **every comparable organization** that fit the selection criteria — **49** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **69th** percentile of comparable organizations within the typical range

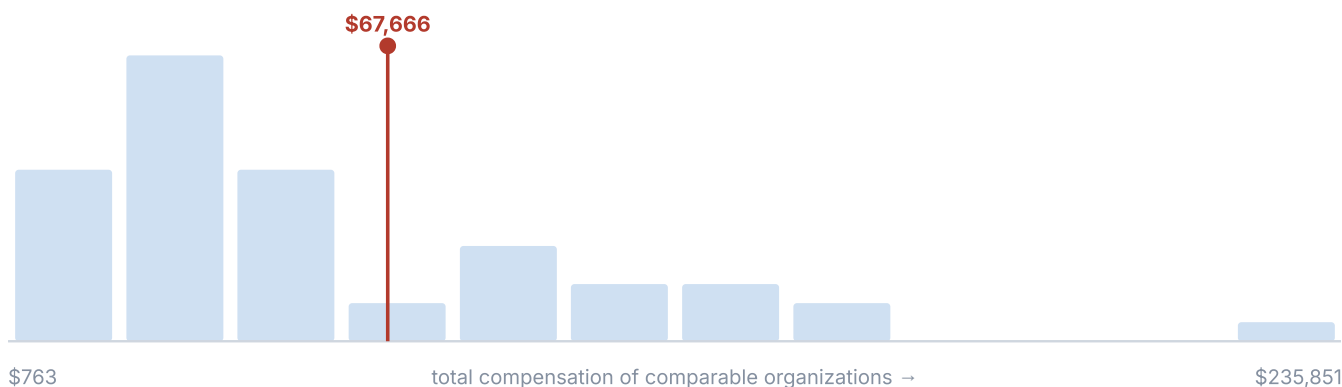
Benchmarked executive: Debra A Rudquist — reported title “PRESIDENT”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

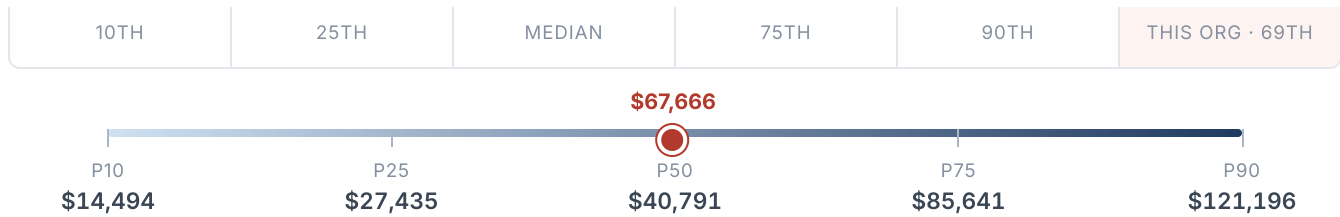
SECTOR	Organizations sharing the subject's NTEE classification (E99Z).
BUDGET	Total revenue between \$205,998 and \$461,191 — 0.67x to 1.50x the subject's \$307,461 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (E99), nationwide + budget 0.67–1.5x revenue.

49 organizations qualified on sector, size, and geography → **49** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$14,494	\$27,435	\$40,791	\$85,641	\$121,196	\$67,666
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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 MN 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
Massachusetts Health Council Inc	MA	\$308,333	Ceo	\$147,950	\$134,550	2024
From Fatherless To Fearless	OH	\$303,056	Ceo	\$118,125	\$130,357	2023
Mountainside Hospital Medical Staff	NJ	\$300,341	President	\$35,000	\$31,625	2024
West Oakland Health Facilities	CA	\$315,643	Ceo	\$2,481	\$2,168	2024
Minnesota Masonic Children's Clinic For	MN	\$299,202	President/ceo - Charities	\$34,208	\$35,218	2023
Region Ii Emergency Medical Services	NM	\$297,078	Employee	\$36,400	\$40,791	2023
Hooves Of Hope Equestrian Center Inc	KY	\$292,364	President	\$48,001	\$52,191	2024
Messengers For Health	MT	\$292,200	Executive Director	\$88,626	\$99,539	2023
Gout Support Group Of America	FL	\$325,280	Former President	\$42,000	\$39,930	2024
Epiphany Project Inc	AZ	\$281,911	Co-president	\$47,333	\$46,069	2024
Northwest Medical Center Foundation Inc	MO	\$280,795	President/ceo	\$28,195	\$31,115	2023
What To Expect Project	DC	\$280,090	President & E.d	\$132,652	\$117,806	2024
Wings Home	MI	\$336,554	Executive Director	\$13,592	\$14,617	2023
Harbor Emergency Medical Education Foundation	CA	\$277,634	Research Assistant	\$8,980	\$7,848	2024
Seashore Gardens Foundation	NJ	\$272,798	Treasurer	\$253,529	\$235,851	2023
Gaia Home	ND	\$343,768	Executive Director	\$140,000	\$155,485	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Climatework Maine	ME	\$268,900	Director	\$117,335	\$118,906	2024
Canine Therapy Corps Inc	IL	\$347,441	Executive Director	\$86,014	\$88,107	2023
Inteleos Foundation Inc	MD	\$267,449	Ceo/executive Director	\$40,758	\$38,563	2024
The Medical Center Auxiliary	PA	\$265,169	President & Ceo	\$42,768	\$44,437	2023
Future Colours Corp	CA	\$350,567	Secretary	\$98,000	\$85,641	2024
Giving Health Inc	GA	\$263,218	Chief Medical Dir	\$750	\$763	2024
Healthy Hearts Institute	CA	\$262,570	Board Chair	\$42,857	\$38,559	2023
C-line Counseling Center	NJ	\$260,477	Executive Director	\$16,500	\$14,909	2024
Upper Midlands Rural Health Network	SC	\$258,850	Executive Dir.	\$94,561	\$102,786	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MN 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 MN 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	49 organizations. Compensation range \$763–\$235,851; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$307,461); for reference, expenses \$139,544 and assets \$2,177,079. Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.
ROLE MATCH	Debra A Rudquist, reported title " <i>PRESIDENT</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	10 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

OUTLIERS 1 peer 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	69 th
Total compensation (D + F), as reported (no adjustments)	69 th
Reportable pay only (column D), adjusted	0 th
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 (Debra A Rudquist) 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 49 similarly situated organizations (Same NTEE sector (E99), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$67,666 is reasonable (approximately the 69th 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.