

# The Partnership For A Healthier Carroll

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Dorothy Fox, Executive Director / CEO** (\$10,737) against **every comparable organization** that fit the selection criteria — **86** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

**Compensation sits at approximately the 7<sup>th</sup> percentile of comparable organizations**

below the typical range for comparable organizations

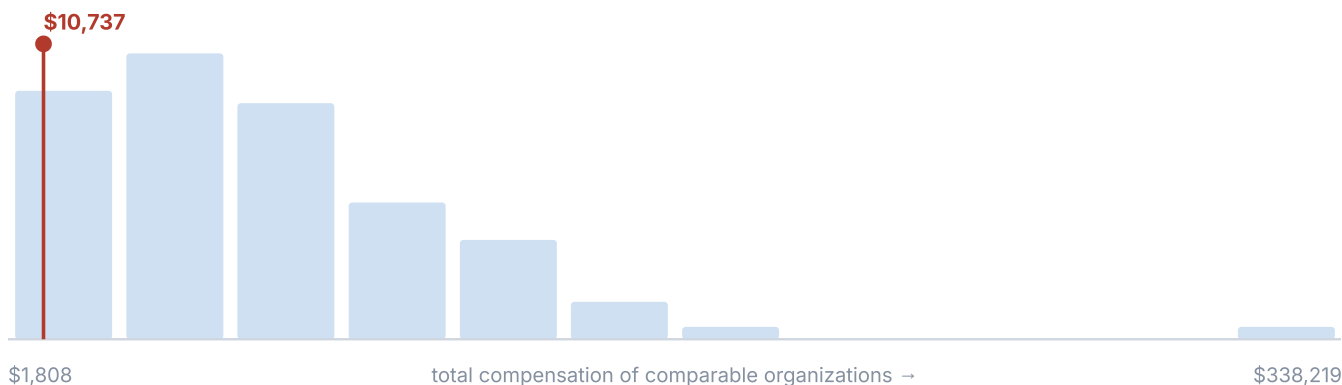
**Benchmarked executive:** Dorothy Fox — reported title "DIRECTOR/EXEC DIR/PRESIDENT", a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (E60).
BUDGET	Total revenue between \$165,682 and \$370,932 — 0.67x to 1.50x the subject's \$247,288 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (E60), nationwide + budget 0.67–1.5x revenue.

**86** organizations qualified on sector, size, and geography → **86** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$15,212	\$32,774	\$58,545	\$89,598	\$120,186	<b>\$10,737</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 MD 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="#">Seattle Musicians Access To Sustainable Healthcare</a>	WA	\$247,432	Executive Director	\$132,408	<b>\$123,161</b>	2024
<a href="#">Panhandle Forensic Nurse Specialists</a>	FL	\$246,282	Secretary	\$1,852	<b>\$1,808</b>	2024
<a href="#">Welcome Wellness Health Ed Resource Ctr</a>	MO	\$248,547	Executive Director	\$87,711	<b>\$99,368</b>	2023
<a href="#">Spark Ministries Inc</a>	KY	\$252,119	Ceo	\$31,679	<b>\$35,360</b>	2024
<a href="#">Columbus Regional Diagnostics</a>	NC	\$241,477	Ceo	\$51,560	<b>\$55,350</b>	2024
<a href="#">Kids And Paper</a>	TX	\$253,973	Executive Director	\$112,000	<b>\$119,835</b>	2023
<a href="#">Earl Youngs Team</a>	TX	\$239,567	Director	\$17,000	<b>\$17,667</b>	2024
<a href="#">The Ability Center Of Southern Nevada</a>	NV	\$256,018	President	\$57,500	<b>\$59,880</b>	2024
<a href="#">T2 Fitness Foundation</a>	VA	\$258,061	Executive Director	\$26,808	<b>\$27,687</b>	2023
<a href="#">Grays Habor Ems Council Inc</a>	WA	\$258,155	Executive Director	\$40,057	<b>\$38,360</b>	2023
<a href="#">Equihope</a>	TX	\$258,851	Officer	\$66,652	<b>\$69,269</b>	2024
<a href="#">Shade Of The Tree Gigstad</a>	IA	\$235,100	Ceopresident	\$72,400	<b>\$82,360</b>	2024
<a href="#">Replay For Kids</a>	OH	\$259,886	President	\$16,525	<b>\$18,721</b>	2023
<a href="#">Cierra Sisters</a>	WA	\$260,526	Ceo	\$70,800	<b>\$67,801</b>	2023
<a href="#">Lansing Syringe Access Inc</a>	MI	\$233,783	President	\$4,583	<b>\$4,915</b>	2024
<a href="#">California Alliance Of Caregivers</a>	CA	\$260,824	Executive Director	\$64,333	<b>\$59,419</b>	2023
<a href="#">The Care Project Inc</a>	CA	\$262,416	Secretary	\$19,897	<b>\$17,850</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Lunenburg Health Service Inc</a>	VA	\$262,565	Secretary	\$20,280	<b>\$20,344</b>	2024
<a href="#">Tundra Health Initiative Corp</a>	AK	\$262,597	President/treasurer	\$28,725	<b>\$28,532</b>	2024
<a href="#">Cek Rn Consulting Inc</a>	NY	\$231,720	Executive Director	\$101,900	<b>\$98,491</b>	2023
<a href="#">Health Care For All Oregon</a>	OR	\$264,676	Executive Director	\$78,929	<b>\$76,152</b>	2024
<a href="#">Multiple Sclerosis Resources Of Central</a>	NY	\$229,479	Executive Director	\$76,059	<b>\$71,405</b>	2024
<a href="#">Danville Neca-ibew Electrical Jatc</a>	IL	\$228,990	Training Director	\$63,333	<b>\$66,599</b>	2023
<a href="#">Indiana Community Health Worke</a>	IN	\$266,886	Board Member	\$99,198	<b>\$108,683</b>	2024
<a href="#">Health For Everyone</a>	CA	\$270,756	Director Of Clinic	\$9,100	<b>\$8,164</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MD 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 MD 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	86 organizations. Compensation range \$1,808–\$338,219; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$247,288); for reference, expenses \$232,886 and assets \$549,231.
ROLE MATCH	Dorothy Fox, reported title " <i>DIRECTOR/EXEC DIR/PRESIDENT</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	7 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	7 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	7 <sup>th</sup>
Reportable pay only (column D), adjusted	0 <sup>th</sup>
All sources (D + E + F), adjusted	88 <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 (Dorothy Fox) 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 86 similarly situated organizations (Same NTEE sector (E60), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$10,737 is reasonable (approximately the 7<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.