

# Ancor Foundation Inc

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Barbara E Merrill, Executive Director / CEO** (\$66,140) against **every comparable organization** that fit the selection criteria — **19** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **100<sup>th</sup>** percentile of comparable organizations above the 90th percentile — board review recommended

**Benchmarked executive:** Barbara E Merrill — reported title “CHIEF EXECUTIVE OFFICER”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

**SECTOR** Organizations sharing the subject's NTEE classification (T20).

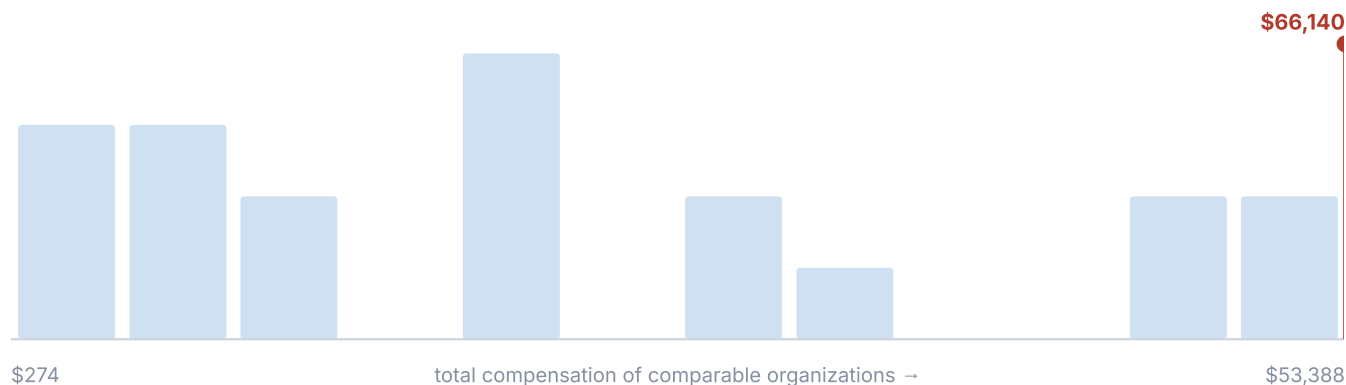
**BUDGET** Total revenue between \$73,570 and \$164,709 — 0.67x to 1.50x the subject's \$109,806 (the band tightens as size grows).

**GEOGRAPHY** Same NTEE sector (T20), nationwide + budget 0.67–1.5x revenue.

**19** organizations qualified on sector, size, and geography

→ **19** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$3,683	\$6,075	\$18,955	\$31,202	\$47,659	\$66,140
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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 VA 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 Langford Family Foundation</a>	FL	\$110,132	Director	\$5,113	<b>\$4,832</b>	2024
<a href="#">The Mabel Fire Dept Relief Association</a>	MN	\$101,861	Gambling Manager	\$5,600	<b>\$5,566</b>	2024
<a href="#">The Dove Foundation</a>	VA	\$98,402	President	\$458	<b>\$445</b>	2024
<a href="#">Stanley J Bushman Supporting Foundation</a>	KS	\$97,738	President & Ceo	\$16,608	<b>\$18,050</b>	2024
<a href="#">Interfaith Caregivers Inc</a>	NY	\$122,420	Executive Director	\$57,046	<b>\$53,388</b>	2023
<a href="#">Maxwell And Marjorie Jospey</a>	MI	\$94,989	Treasurer	\$26,189	<b>\$27,193</b>	2024
<a href="#">Pediatric Foundation Of Georgia</a>	GA	\$94,850	Executive Di	\$21,509	<b>\$21,756</b>	2024
<a href="#">Pennsylvania Cable &amp;</a>	PA	\$91,560	Executive Di	\$47,131	<b>\$47,281</b>	2024
<a href="#">Ann Lib And Bernard Koziel</a>	NY	\$91,171	Secretary	\$30,887	<b>\$28,077</b>	2024
<a href="#">Architectural Woodwork Institute</a>	VA	\$128,460	Secretary	\$45,856	<b>\$44,540</b>	2024
<a href="#">Greenwood Heritage Foundation</a>	SC	\$129,555	President/ceo	\$45,508	<b>\$49,170</b>	2023
<a href="#">Eleanor And Henry Jansen Foundation</a>	WA	\$83,352	Executive Director	\$4,988	<b>\$4,493</b>	2024
<a href="#">The Anne K Raikos Charitable</a>	MO	\$79,645	Trustee	\$250	<b>\$274</b>	2023
<a href="#">Friends Of Fmc Foundation Inc</a>	MT	\$141,318	Foundation Director	\$17,481	<b>\$18,955</b>	2024
<a href="#">Frank &amp; Kathleen Blair &amp; Christine</a>	MD	\$141,614	President	\$7,000	<b>\$6,583</b>	2024
<a href="#">Education Foundation Of Greenville</a>	MI	\$142,913	Executive Di	\$11,273	<b>\$11,706</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Forte For Children</a>	CA	\$75,706	Executive Director	\$15,000	<b>\$13,030</b>	2024
<a href="#">Renaissance Newark Foundation Inc</a>	NJ	\$145,804	Past Secretary	\$24,905	<b>\$22,369</b>	2024
<a href="#">Bunny And Alan Bernstein Family</a>	MD	\$160,864	Public Director	\$36,499	<b>\$34,327</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to VA 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 VA 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	19 organizations. Compensation range \$274–\$53,388; filing years 2023–2024.
SIZE BASIS	Matched on total revenue (\$109,806); for reference, expenses \$130,904 and assets \$355,975.
ROLE MATCH	Barbara E Merrill, reported title " <i>CHIEF EXECUTIVE OFFICER</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	12 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

Sensitivity — the subject's percentile under alternative compensation definitions:

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	<b>100<sup>th</sup></b>
Total compensation (D + F), as reported (no adjustments)	<b>100<sup>th</sup></b>
Reportable pay only (column D), adjusted	<b>0<sup>th</sup></b>

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All sources (D + E + F), adjusted

95<sup>th</sup>

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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

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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 (Barbara E Merrill) 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 19 similarly situated organizations (Same NTEE sector (T20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$66,140 is reasonable (approximately the 100<sup>th</sup> percentile of comparable organizations) and documented the basis for this determination concurrently, on [date], by a vote of [\_\_ for / \_\_ against].

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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.