

Playing For Others Inc

Executive Director / CEO

EIN 201426441
 NC · NTEE P82
 FY ending 2024-06-30
June 9, 2026

This analysis benchmarks the total compensation of **Jen Band, Executive Director / CEO** (\$99,400) against **every comparable organization** that fit the selection criteria — **105** 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

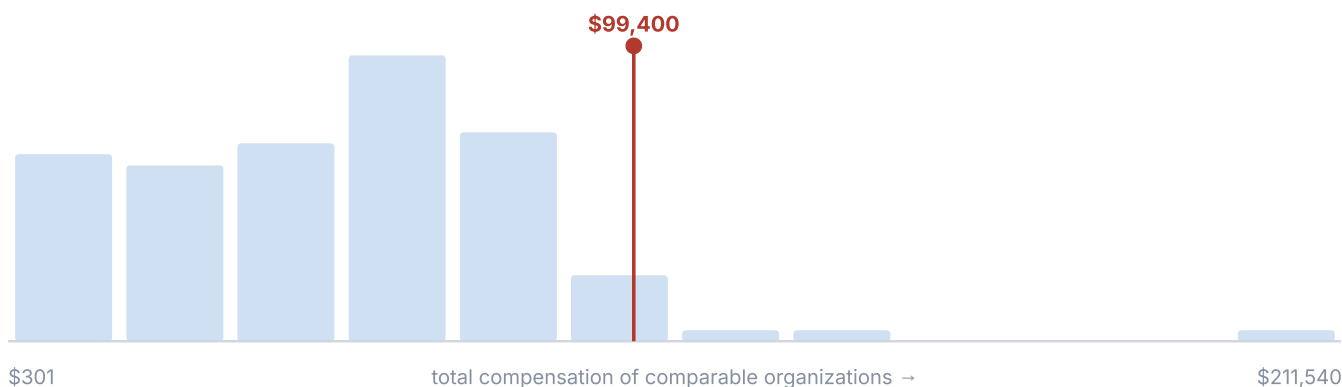
Benchmarked executive: Jen Band — reported title “Executive Dir.”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (P82).
BUDGET	Total revenue between \$232,366 and \$520,222 — 0.67x to 1.50x the subject's \$346,815 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (P82), nationwide + budget 0.67–1.5x revenue.

105 organizations qualified on sector, size, and geography → **105** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$11,702	\$32,761	\$53,728	\$72,669	\$87,137	\$99,400
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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 NC 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
Arc Of West Central Colorado	CO	\$346,896	Founder/executive Director	\$107,211	\$99,493	2024
Citizens For Independance And Access Inc	PA	\$346,467	Executive Director	\$91,648	\$91,065	2023
Achievement Center Of Texas Inc	TX	\$347,328	Executive Director	\$69,464	\$67,249	2024
Footprints Of The Son Inc	FL	\$349,751	Executive Director	\$18,755	\$17,555	2023
Ncia Foundation Inc	MD	\$342,006	President	\$11,815	\$11,006	2023
Integrated Living Opportunities	DC	\$353,003	Executive Director	\$76,610	\$65,063	2024
Needs Of The Community Society	WA	\$340,160	Presidentex Director	\$55,200	\$47,830	2024
People First Wisconsin Inc	WI	\$353,704	Executive Director	\$29,640	\$29,958	2024
New Beginnings Community Center Inc	NY	\$338,954	President	\$12,100	\$10,582	2024
Autism Family Services Of Nj	NJ	\$338,599	Chief Executive Officer	\$14,749	\$12,745	2024
Neurologic Music Therapy Services Of Arizona	AZ	\$355,792	Executive Director	\$33,878	\$31,532	2024
The King's Table Ministries	MI	\$337,621	Executive Di	\$58,221	\$58,159	2024
Nest Academy Rva	VA	\$337,063	Executive Director	\$77,115	\$72,061	2024
Lifetime Care Foundation For Jewish Disabled	NY	\$331,210	Ceo	\$2,247	\$2,023	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Deaf Child Hope International	NE	\$364,253	President	\$65,100	\$69,766	2023
Tri-state Independent Blind Society Inc	IA	\$328,076	President	\$32,663	\$34,612	2024
Albert Gallatin Human Service	PA	\$366,620	Executive Di	\$22,313	\$20,980	2025
Revision Project Inc	CA	\$367,301	Director	\$74,375	\$63,991	2023
Cmrs Whitefield Inc	NH	\$369,195	President & Ceo	\$32,010	\$28,605	2024
Fairfield Center Of Hope	OH	\$322,379	Executive Director	\$52,415	\$53,728	2024
Speaking Up For Us	ME	\$320,069	Executive Director	\$78,108	\$75,695	2024
Dreams Come True Inc	TX	\$317,541	President	\$72,000	\$69,704	2024
Twb Residential Opportunities li Inc	NY	\$309,773	Ceo/vice President	\$52,793	\$46,169	2024
Freedom Farm	MN	\$309,114	President	\$71,060	\$69,962	2023
Jeffrey Foundation	CA	\$386,665	Pres./board	\$101,500	\$82,638	2025

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to NC 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 NC 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 **105** organizations. Compensation range \$301–\$211,540; filing years 2022–2025.

SIZE BASIS Matched on total revenue (\$346,815); for reference, expenses \$223,411 and assets \$380,065.

ROLE MATCH	Jen Band, reported title " <i>Executive Dir.</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	9 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	2 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)	92 nd
Reportable pay only (column D), adjusted	96 th
All sources (D + E + F), adjusted	90 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 (Jen Band) 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 105 similarly situated organizations (Same NTEE sector (P82), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$99,400 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 9, 2026.