

Health For Everyone

Executive Director / CEO

This analysis benchmarks the total compensation of **Abdul Waheed Noora, Executive Director / CEO** (\$9,100) against **every comparable organization** that fit the selection criteria — **95** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 5th percentile of comparable organizations

below the typical range for comparable organizations

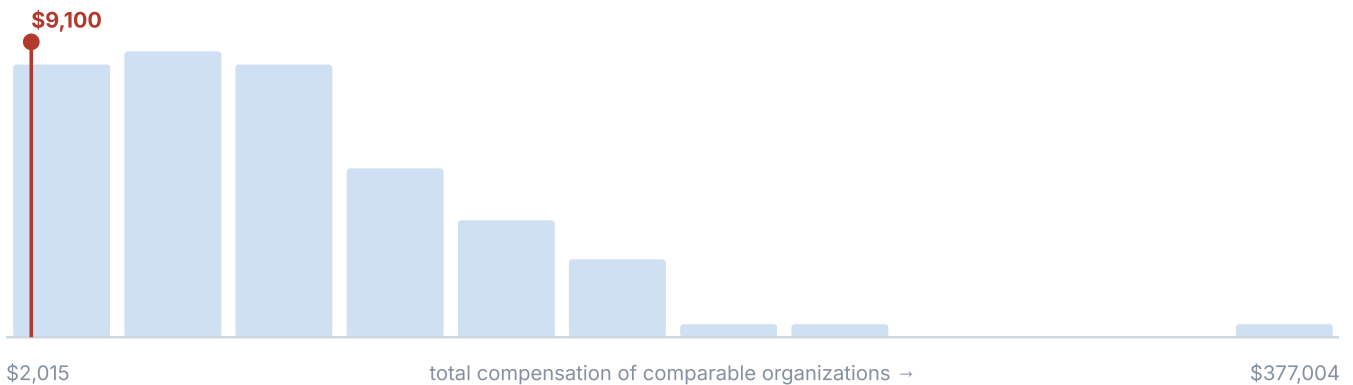
Benchmarked executive: Abdul Waheed Noora — reported title "DIRECTOR OF CLINIC", selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (E60).
BUDGET	Total revenue between \$181,406 and \$406,134 — 0.67x to 1.50x the subject's \$270,756 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (E60), nationwide + budget 0.67–1.5x revenue.

95 organizations qualified on sector, size, and geography → **95** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$17,316	\$40,243	\$69,578	\$113,098	\$152,094	\$9,100
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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 CA 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
Nature Nurture Farmacy	WA	\$274,054	Executive Director	\$46,800	\$48,524	2024
Right To Heal	OR	\$274,480	Executive Dir.	\$44,366	\$49,122	2023
Indiana Community Health Worke	IN	\$266,886	Board Member	\$99,198	\$121,146	2024
The Aphasia Project	NC	\$276,779	Prior Ed	\$59,665	\$71,395	2024
Health Care For All Oregon	OR	\$264,676	Executive Director	\$78,929	\$84,884	2024
Albany Area Ems Inc	WI	\$278,295	President	\$13,762	\$16,644	2024
Tundra Health Initiative Corp	AK	\$262,597	President/treasurer	\$28,725	\$31,804	2024
Lunenburg Health Service Inc	VA	\$262,565	Secretary	\$20,280	\$22,677	2024
The Care Project Inc	CA	\$262,416	Secretary	\$19,897	\$19,897	2024
Community Partners-two Harbors Living At Home Block Nurse Program	MN	\$280,300	Executive Director	\$69,049	\$79,013	2024
California Alliance Of Caregivers	CA	\$260,824	Executive Director	\$64,333	\$66,233	2023
Cierra Sisters	WA	\$260,526	Ceo	\$70,800	\$75,576	2023
Replay For Kids	OH	\$259,886	President	\$16,525	\$20,868	2023
Equihope	TX	\$258,851	Officer	\$66,652	\$77,212	2024
Grays Habor Ems Council Inc	WA	\$258,155	Executive Director	\$40,057	\$42,759	2023
T2 Fitness Foundation	VA	\$258,061	Executive Director	\$26,808	\$30,862	2023
The Ability Center Of Southern Nevada	NV	\$256,018	President	\$57,500	\$66,747	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
The J Moss Foundation	CA	\$285,762	Ceo	\$58,333	\$58,333	2024
Health Horizons International Foundation	CT	\$285,935	President	\$72,340	\$80,869	2023
Kids And Paper	TX	\$253,973	Executive Director	\$112,000	\$133,577	2023
Spark Ministries Inc	KY	\$252,119	Ceo	\$31,679	\$39,415	2024
Homecare & Hospice Assoc Of Utah	UT	\$290,404	Hansen	\$308,950	\$377,004	2023
Welcome Wellness Health Ed Resource Ctr	MO	\$248,547	Executive Director	\$87,711	\$110,763	2023
Seattle Musicians Access To Sustainable Healthcare	WA	\$247,432	Executive Director	\$132,408	\$137,285	2024
Cgs Inc	WI	\$294,116	Program Director	\$67,675	\$84,267	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CA 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 CA 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 95 organizations. Compensation range \$2,015–\$377,004; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$270,756); for reference, expenses \$327,516 and assets \$2,847,742.

ROLE MATCH Abdul Waheed Noora, reported title "*DIRECTOR OF CLINIC*", benchmarked as Executive Director / CEO. **Selected as the organization's highest-paid individual without an exact title match — the board should confirm this is a comparable role.**

RELATED-ORG PAY 13 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	5 th
Total compensation (D + F), as reported (no adjustments)	5 th
Reportable pay only (column D), adjusted	17 th
All sources (D + E + F), adjusted	4 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 (Abdul Waheed Noora) 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 95 similarly situated organizations (Same NTEE sector (E60), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$9,100 is reasonable (approximately the 5th 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.