

# Banda Health

Executive Director / CEO

EIN 813695611

TX · NTEE W99

FY ending 2024-12-31

June 10, 2026

This analysis benchmarks the total compensation of **Stephen Letchford Md, Executive Director / CEO** (\$69,048) against **every comparable organization** that fit the selection criteria — **60** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **67<sup>th</sup>** percentile of comparable organizations within the typical range

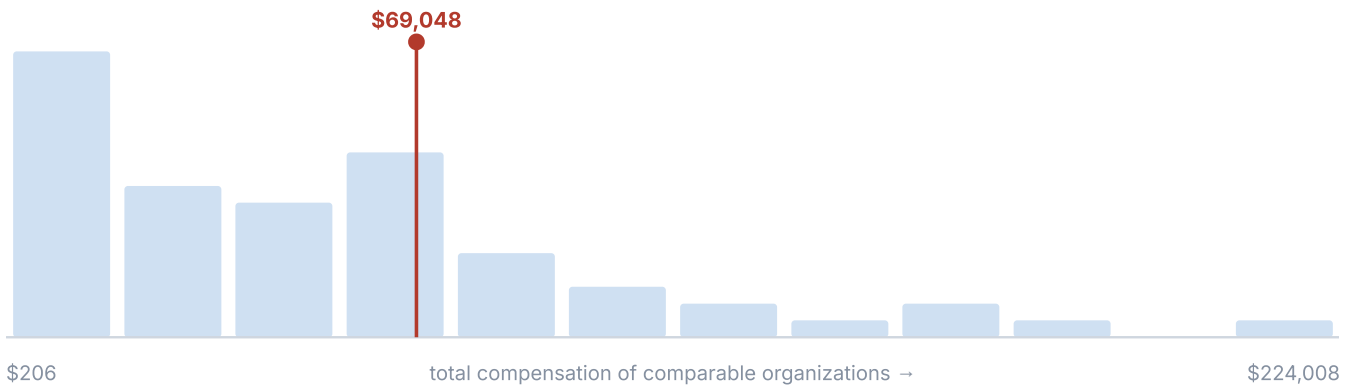
**Benchmarked executive:** Stephen Letchford Md — reported title “President”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

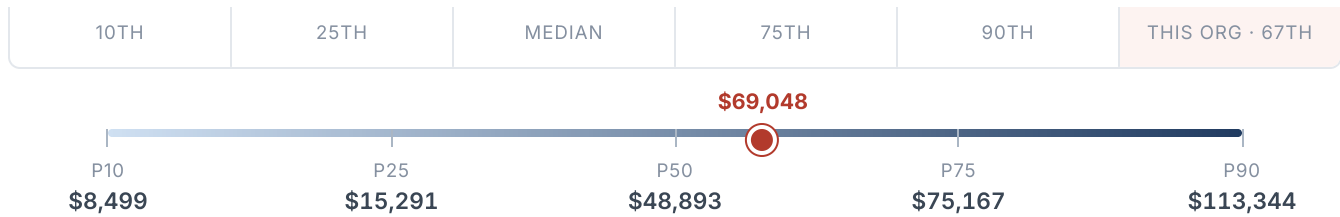
SECTOR	Organizations sharing the subject's NTEE classification (W99).
BUDGET	Total revenue between \$148,105 and \$331,579 — 0.67x to 1.50x the subject's \$221,053 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (W99), nationwide + budget 0.67–1.5x revenue.

**60** organizations qualified on sector, size, and geography → **60** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$8,499	\$15,291	\$48,893	\$75,167	\$113,344	\$69,048
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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 TX 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="#">Nine Muses Foundation</a>	NY	\$220,069	Executive Director	\$157,199	<b>\$146,199</b>	2023
<a href="#">Crockett Mission</a>	TN	\$218,254	Ceo	\$8,250	<b>\$8,926</b>	2023
<a href="#">Rhode Island Coalition For Children &amp; Families Education Fund Inc</a>	RI	\$224,854	Executive Director	\$96,121	<b>\$92,140</b>	2024
<a href="#">Celebrate Me Week</a>	MN	\$217,117	Camp Administrator	\$10,897	<b>\$11,082</b>	2023
<a href="#">The Pilcrow Foundation</a>	OR	\$225,026	President	\$56,250	<b>\$53,763</b>	2023
<a href="#">People Matter</a>	IL	\$216,495	Co-president	\$58,880	<b>\$56,376</b>	2025
<a href="#">Sandy Springs Arts Foundation Inc</a>	GA	\$212,856	Foundation Mgr.	\$85,000	<b>\$85,440</b>	2024
<a href="#">Aranya Solutions</a>	MT	\$230,397	President	\$12,000	<b>\$13,313</b>	2023
<a href="#">Arise &amp; Go</a>	CA	\$211,406	President	\$79,793	<b>\$68,880</b>	2024
<a href="#">Kennett Flash Inc</a>	PA	\$231,488	Executive Di	\$57,050	<b>\$56,874</b>	2024
<a href="#">Values To Action</a>	OR	\$208,951	Trustee	\$15,593	<b>\$14,476</b>	2024
<a href="#">The South County News</a>	MI	\$207,769	President	\$14,245	<b>\$14,699</b>	2024
<a href="#">New Americans Initiative</a>	KY	\$207,754	Director Of Operations	\$99,680	<b>\$107,060</b>	2024
<a href="#">The Steel Horse Rally Inc</a>	AR	\$205,571	President	\$145,333	<b>\$163,311</b>	2024
<a href="#">Mashup Nashville</a>	TN	\$205,448	Chief Executive Officer	\$18,960	<b>\$20,512</b>	2023
<a href="#">Pasos For Oak Cliff</a>	TX	\$204,656	Executive Director	\$1,044	<b>\$1,075</b>	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Great Bend Center For Music</a>	WA	\$202,114	Director	\$56,250	<b>\$51,832</b>	2023
<a href="#">Allied Communities Of Tulsa Inspiring</a>	OK	\$201,803	Senior Organizer	\$71,500	<b>\$81,032</b>	2023
<a href="#">America Scores</a>	WA	\$241,168	Executive Director	\$80,000	<b>\$71,602</b>	2024
<a href="#">Civic Momentum</a>	MN	\$200,628	Director, Ceo, And Co	\$70,000	<b>\$71,189</b>	2023
<a href="#">Reflex Public Recreation Center Inc</a>	NY	\$243,187	Secretary	\$7,000	<b>\$6,323</b>	2024
<a href="#">Lyon County Historical Society</a>	MN	\$197,720	Executive Di	\$41,709	<b>\$42,417</b>	2023
<a href="#">Driving Successful Lives</a>	MI	\$245,393	Treasurer	\$200	<b>\$206</b>	2024
<a href="#">Arizonans For Tribal Government Gaming</a>	AZ	\$245,430	Executive Director	\$21,881	<b>\$21,037</b>	2024
<a href="#">Gullotta House Inc</a>	NY	\$245,494	President	\$10,800	<b>\$10,044</b>	2023

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to TX 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 TX 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	60 organizations. Compensation range \$206–\$224,008; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$221,053); for reference, expenses \$152,304 and assets \$419,103.
ROLE MATCH	Stephen Letchford Md, reported title <i>"President"</i> , benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY	2 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	67 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	67 <sup>th</sup>
Reportable pay only (column D), adjusted	67 <sup>th</sup>
All sources (D + E + F), adjusted	63 <sup>rd</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 (Stephen Letchford Md) 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 10, 2026, comparing compensation against 60 similarly situated organizations (Same NTEE sector (W99), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$69,048 is reasonable (approximately the 67<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 10, 2026.