

Dfw Refugee Outreach Services

Executive Director / CEO

EIN **820807480**

TX · NTEE P84

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Zeenat Khan, Executive Director / CEO** (\$6,000) against **every comparable organization** that fit the selection criteria — **76** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 3rd percentile of comparable organizations

below the typical range for comparable organizations

Benchmarked executive: Zeenat Khan — 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 (P84).

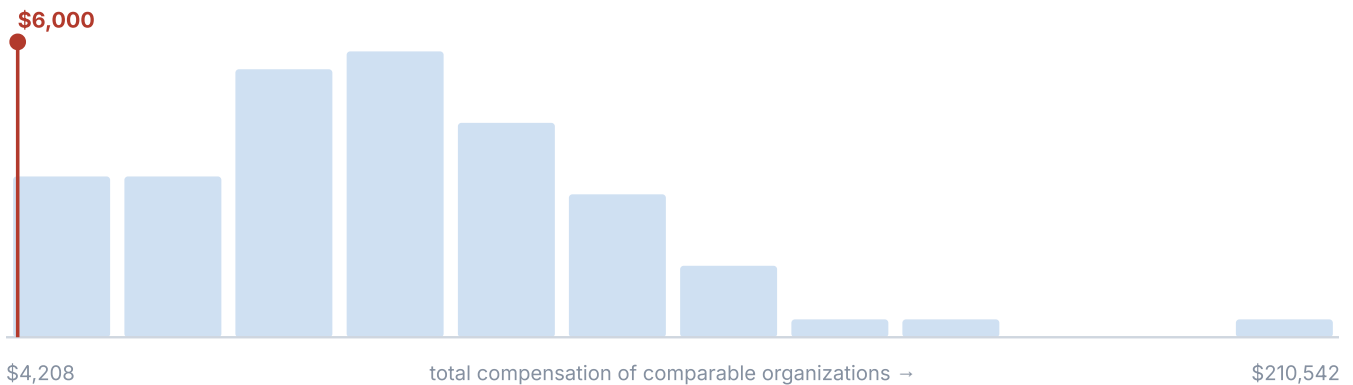
BUDGET Total revenue between \$258,120 and \$577,882 — 0.67x to 1.50x the subject's \$385,255 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (P84), nationwide + budget 0.67–1.5x revenue.

76 organizations qualified on sector, size, and geography

→ **76** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$20,216

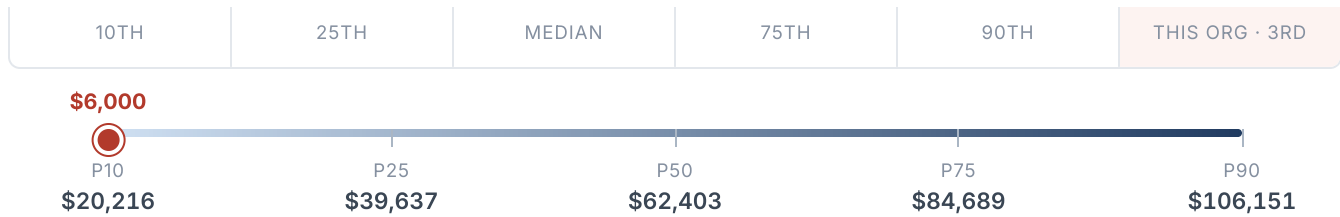
\$39,637

\$62,403

\$84,689

\$106,151

\$6,000



■ 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
Pillars4humanity	VA	\$386,619	Chief Executive Officer	\$102,948	\$99,370	2024
Inland Empire Immigrant Youth Collective	CA	\$387,683	Executive Dir.	\$89,711	\$75,446	2025
Conexion De Negocios Latinos	AR	\$391,193	Ceo	\$69,808	\$78,443	2024
Refugee Assistance Alliance Inc	FL	\$377,285	President	\$55,309	\$51,942	2024
Asian Immigrant Women Advocates Inc	CA	\$375,513	Executive Dir.	\$28,127	\$24,997	2023
Vitendo4africa	MO	\$374,837	Executive Director And Ceo	\$60,000	\$63,529	2024
Pacific County Immigrant Support	WA	\$397,511	President	\$21,468	\$19,214	2024
Narrative Arts	NC	\$397,882	Executive Director	\$62,752	\$64,819	2024
Spanish Action League Of Onondaga County	NY	\$371,786	President	\$101,710	\$91,879	2024
Latino Union Of Chicago	IL	\$400,394	Executive Dir.	\$65,950	\$64,816	2024
Sin Barreras Without Barriers Inc	VA	\$401,299	President	\$18,800	\$18,147	2024
Latino Resources Inc	IA	\$363,673	Executive Dir.	\$24,000	\$26,270	2024
Parity Inc	OH	\$408,920	Chief Operations Officer	\$100,097	\$105,985	2024
Hogar Hispano Inc	DC	\$409,168	Executive Director	\$166,380	\$150,269	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
The Urban Village Inc	MN	\$414,126	Executive Director	\$60,000	\$61,019	2023
Ithaca Welcomes Refugees Inc	NY	\$349,328	Executive Director	\$47,180	\$42,620	2024
International House Inc	IN	\$423,303	Executive Di	\$53,056	\$55,933	2024
Pathways To Citizenship	CA	\$424,856	Executive Director	\$63,765	\$55,044	2024
Centreville Immigration Forum	VA	\$345,591	Executive Di	\$104,692	\$101,053	2024
Servicios Latinos De Burlington County Inc	NJ	\$425,789	Executive Director	\$105,752	\$94,390	2024
Tabithas Heart	MN	\$427,948	Executive Director	\$49,500	\$48,896	2024
Su Casa Columbus Inc	IN	\$428,724	Executive Director	\$40,385	\$43,833	2023
Hispanic American Mission Inc	OK	\$432,272	Board Membervice President	\$53,250	\$58,617	2024
Springs Of Living Water	HI	\$433,016	President	\$20,250	\$18,660	2023
Southeast Immigrant Rights Network Inc	GA	\$333,246	Co-director	\$109,848	\$110,416	2024

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.

■ Sample, role match & sensitivity

PEER COUNT 76 organizations. Compensation range \$4,208–\$210,542; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$385,255); for reference, expenses \$409,406 and assets \$14,844.

ROLE MATCH	Zeenat Khan, 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	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	3 rd
Total compensation (D + F), as reported (no adjustments)	1 st
Reportable pay only (column D), adjusted	5 th
All sources (D + E + F), adjusted	3 rd

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 (Zeenat Khan) 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 76 similarly situated organizations (Same NTEE sector (P84), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$6,000 is reasonable (approximately the 3rd 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.