

So'oh Shinali Sister Project

Executive Director / CEO

This analysis benchmarks the total compensation of **Elena Nourrie, Executive Director / CEO** (\$67,959) against **every comparable organization** that fit the selection criteria — **24** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **67th** percentile of comparable organizations within the typical range

Benchmarked executive: Elena Nourrie — reported title “EXECUTIVE DIRECTOR”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR Organizations sharing the subject's NTEE classification (A23).

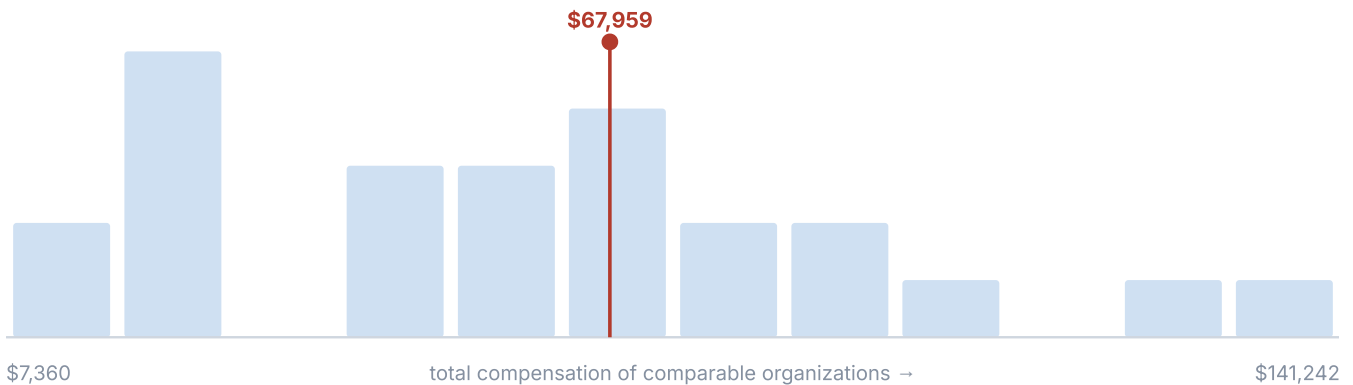
BUDGET Total revenue between \$306,540 and \$686,284 — 0.67x to 1.50x the subject's \$457,523 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (A23) + CA + budget 0.67–1.5x revenue.

24 organizations qualified on sector, size, and geography

→ **24** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$20,655	\$26,625	\$57,558	\$80,075	\$99,246	\$67,959
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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
First Voice Inc	CA	\$443,315	Art Director	\$100,000	\$102,954	2023
Enlightened Learning Club	CA	\$437,572	Chief Executive Officer	\$18,101	\$18,101	2024
Brasil Brasil Cultural Center	CA	\$477,881	Director	\$50,600	\$50,600	2024
The Westerners The First People Of	CA	\$486,134	President & Ceo	\$141,242	\$141,242	2024
Latinos United For A New America	CA	\$487,880	Co-director	\$87,517	\$87,517	2024
Foundation For Korean Language & Culture In The Usa	CA	\$494,664	Secretary	\$43,091	\$43,091	2024
Korean American Center	CA	\$506,498	Ceo	\$67,500	\$67,500	2024
Latino Music Education Network	CA	\$395,124	Member Board Of Directors	\$20,000	\$20,591	2023
Knowyourroots	CA	\$383,619	President	\$27,000	\$27,000	2024
The Enrichment Centera Creative Focus & Bright Beginning	CA	\$535,859	Farmer	\$25,501	\$25,501	2024
Malo Motivating Action Leadership	CA	\$376,017	Founder/exec. Director	\$127,190	\$127,190	2024
Kulintang Arts Inc	CA	\$542,794	Artistic Dir.	\$52,198	\$52,198	2024
Chitresh Das Institute	CA	\$369,879	Managing Dir	\$55,691	\$57,336	2023
Chaldean Community Council	CA	\$358,275	Director Of Operations	\$62,500	\$64,346	2023
The Blavityorg Foundation Inc	CA	\$353,358	Gordon	\$71,587	\$73,701	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Japanese Institute Of Sawtelle	CA	\$350,374	Co-president	\$45,000	\$45,000	2024
Veda Geetha Foundationorg	CA	\$347,705	Director	\$57,780	\$57,780	2024
Breakbox Thought Collective	CA	\$578,775	President & Ceo	\$20,803	\$20,803	2024
Iu Mien Community Services	CA	\$328,273	Executive Director	\$66,560	\$66,560	2024
Esselen Tribe Of Monterey County	CA	\$316,920	Secretary	\$76,970	\$79,243	2023
Hung On Tong Society	CA	\$620,652	President	\$7,360	\$7,360	2024
Nichi Bei Foundation	CA	\$644,824	President	\$87,996	\$90,595	2023
African American Family	CA	\$658,410	Executive Dir.	\$84,755	\$82,570	2025
Diasporic Vietnamese Artists Network	CA	\$665,943	Executive Director	\$21,000	\$21,620	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 24 organizations. Compensation range \$7,360–\$141,242; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$457,523); for reference, expenses \$791,089 and assets \$526,740. **Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.**

ROLE MATCH Elena Nourrie, reported title "*EXECUTIVE DIRECTOR*", benchmarked as Executive Director / CEO. The title maps directly to this role.

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 th
Total compensation (D + F), as reported (no adjustments)	67 th
Reportable pay only (column D), adjusted	38 th
All sources (D + E + F), adjusted	67 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 (Elena Nourrie) 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 24 similarly situated organizations (Same NTEE sector (A23) + CA + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$67,959 is reasonable (approximately the 67th 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.