

New Neighbors Partnership Association

Executive Director / CEO

June 10, 2026

This analysis benchmarks the total compensation of **Shoshana Akabas, Executive Director / CEO** (\$70,140) against **every comparable organization** that fit the selection criteria — **75** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **48th** percentile of comparable organizations within the typical range

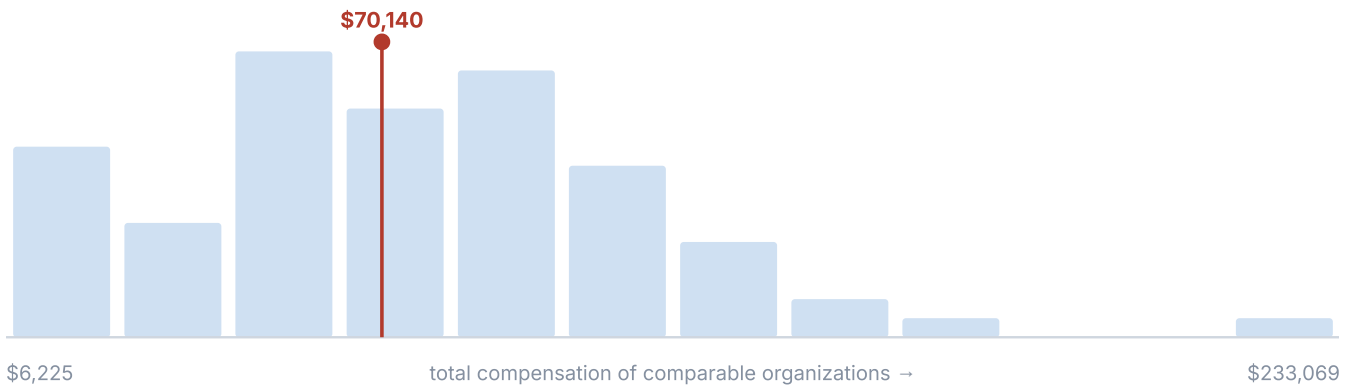
Benchmarked executive: Shoshana Akabas — reported title “Executive Director”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

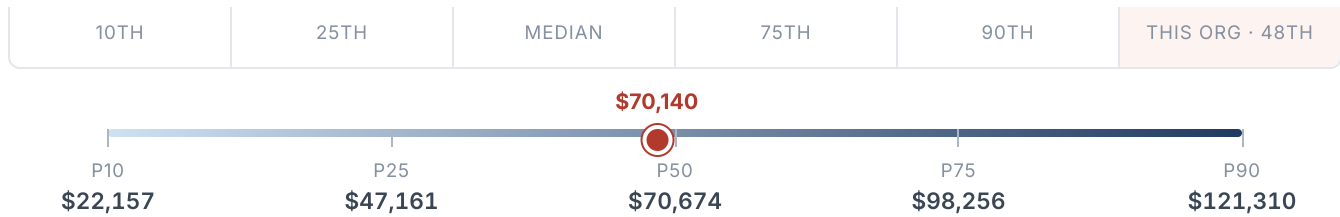
SECTOR	Organizations sharing the subject's NTEE classification (P84).
BUDGET	Total revenue between \$329,435 and \$737,542 — 0.67x to 1.50x the subject's \$491,695 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (P84), nationwide + budget 0.67–1.5x revenue.

75 organizations qualified on sector, size, and geography → **75** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$22,157	\$47,161	\$70,674	\$98,256	\$121,310	\$70,140
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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 NY 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
Una Mano Una Esperanza	CO	\$494,859	Executive Director	\$13,100	\$13,901	2024
We Are One New Jersey Inc	NJ	\$497,755	Trustee	\$6,300	\$6,225	2024
Uniendo Sentimientos Oregon	OR	\$484,457	Executive Director	\$35,072	\$37,108	2023
Haiti Cultural Exchange Inc	NY	\$484,209	Executive Director	\$84,000	\$84,000	2024
Irish Immigration Pastoral Center	CA	\$481,410	President	\$49,332	\$47,141	2024
La Plaza	CO	\$478,802	Executive Di	\$51,003	\$54,122	2024
Woori Center	PA	\$515,095	Executive Director	\$65,346	\$72,115	2024
Together & Free Inc	NY	\$465,803	Executive Director	\$125,000	\$128,692	2023
Milestone Community Developmen	MN	\$464,045	Executive Dr	\$89,048	\$97,374	2024
Hearts And Homes For Refugees	NY	\$520,937	Founder & President	\$45,000	\$45,000	2024
Upper Midwest American Indian Center	MN	\$460,962	Executive Director	\$30,251	\$34,057	2023
Pennsylvania Hias Indigent Immigrant	PA	\$460,825	Executive Director	\$23,826	\$26,294	2024
New Women New Yorkers Inc	NY	\$460,184	Ceo	\$68,646	\$70,674	2023
Life Of Hope	NY	\$527,060	Executive Di	\$55,908	\$57,559	2023
Gateway Of Grace	TX	\$455,143	Executive Director And Founder	\$89,000	\$101,433	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Alimentando Al Pueblo	WA	\$454,363	Executive Dir.	\$52,722	\$53,779	2023
True Alliance Center Inc	MA	\$532,399	President	\$88,765	\$90,880	2023
Hispanic Liaison Of Chatham County	NC	\$450,071	Executive Di	\$76,248	\$87,187	2024
Iowa Congolese Organization And	IA	\$446,134	President	\$19,644	\$24,506	2023
Garces Family Foundation	PA	\$444,097	Executive Director	\$108,673	\$119,930	2024
El Pueblo	MS	\$443,718	Executive Director	\$55,167	\$70,003	2023
Anewamerica Community Corporation	CA	\$549,693	Ceo	\$100,024	\$95,582	2024
Springs Of Living Water	HI	\$433,016	President	\$20,250	\$20,656	2023
Reclaim Childhood Inc	MA	\$551,070	Executive Director	\$96,760	\$93,743	2025
Hispanic American Mission Inc	OK	\$432,272	Board Membervice President	\$53,250	\$64,889	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to NY 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 NY 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 75 organizations. Compensation range \$6,225–\$233,069; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$491,695); for reference, expenses \$442,540 and assets \$176,550.

ROLE MATCH Shoshana Akabas, reported title *"Executive Director"*, benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY 3 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	48 th
Total compensation (D + F), as reported (no adjustments)	57 th
Reportable pay only (column D), adjusted	49 th
All sources (D + E + F), adjusted	45 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 (Shoshana Akabas) 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 75 similarly situated organizations (Same NTEE sector (P84), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$70,140 is reasonable (approximately the 48th 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.