

# Onic-senior Affordable Housing Inc

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Alfred Arzuaga, Executive Director / CEO** (\$32,805) against **every comparable organization** that fit the selection criteria — **109** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **69<sup>th</sup>** percentile of comparable organizations within the typical range

**Benchmarked executive:** Alfred Arzuaga — 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 (L20).
BUDGET	Total revenue between \$35,739 and \$80,013 — 0.67x to 1.50x the subject's \$53,342 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (L20), nationwide + budget 0.67–1.5x revenue.

**109** organizations qualified on sector, size, and geography → **109** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$7,642	\$12,732	\$23,789	\$38,748	\$66,709	\$32,805
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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 FL 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="#">Gloucester Housing Inc</a>	MA	\$53,167	Ceo	\$211,478	<b>\$202,292</b>	2024
<a href="#">Kalamazoo Area Housing Corporation</a>	MI	\$53,143	Secretary/treasurer	\$15,654	<b>\$17,199</b>	2024
<a href="#">Mosaic Housing Corp Xviii</a>	NE	\$52,657	President	\$26,896	<b>\$30,794</b>	2024
<a href="#">Gemini Housing Corporation</a>	RI	\$54,142	Director	\$7,534	<b>\$7,690</b>	2024
<a href="#">Soda Creek Apartments Inc</a>	CO	\$51,782	Executive Di	\$9,862	<b>\$10,363</b>	2023
<a href="#">Columbia Place</a>	ND	\$55,260	Chief Executive Officer	\$11,097	<b>\$13,346</b>	2023
<a href="#">Partners For Better Housing</a>	AR	\$56,253	Interim Exec Director	\$62,033	<b>\$76,417</b>	2023
<a href="#">Fort Hill Housing Inc</a>	MA	\$50,158	President & Ceo	\$42,027	<b>\$41,389</b>	2023
<a href="#">Pacific Housing Oahu Corporation</a>	HI	\$50,130	Assistant Secretary	\$12,712	<b>\$12,115</b>	2024
<a href="#">Abcap Housing E Inc</a>	OH	\$49,422	Executive Director	\$41,692	<b>\$47,006</b>	2024
<a href="#">Columbia Housing Opportunities Inc</a>	NJ	\$49,073	Treasurer/secretary	\$4,747	<b>\$4,645</b>	2023
<a href="#">Vinfen Corporation Of Forest Inc</a>	MA	\$49,044	Former Director & Ceo	\$21,978	<b>\$21,644</b>	2023
<a href="#">Fswp-gl iiii Inc</a>	PA	\$57,658	Ceo	\$28,093	<b>\$30,703</b>	2023
<a href="#">Bradstreet Community Housing Corporation</a>	MA	\$57,699	Ceo	\$23,870	<b>\$22,245</b>	2025
<a href="#">The Association's Second Property Inc</a>	MA	\$48,886	President	\$7,684	<b>\$7,350</b>	2024
<a href="#">Homes Of Care Inc</a>	MA	\$48,798	President & Ceo/director	\$24,869	<b>\$23,789</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Clovernook Housing Network</a>	OH	\$48,570	Ceo	\$14,293	<b>\$16,115</b>	2024
<a href="#">Bridgewell Merrimac Housing Corporation</a>	MA	\$48,482	Ceo	\$21,300	<b>\$20,976</b>	2023
<a href="#">Fswp-gl li Inc</a>	PA	\$58,345	Ceo	\$28,093	<b>\$30,703</b>	2023
<a href="#">Mosaic Housing Corp Xvii - Beatrice</a>	NE	\$58,601	President	\$26,896	<b>\$30,794</b>	2024
<a href="#">Housing Works Harlem Housing</a>	NY	\$58,953	Secretary	\$27,348	<b>\$27,083</b>	2023
<a href="#">Passavant Memorial Homes lx</a>	PA	\$59,091	Ceo & President	\$36,502	<b>\$38,748</b>	2024
<a href="#">Crc Housing Corporation</a>	MA	\$59,556	President & Ceo	\$38,739	<b>\$38,151</b>	2023
<a href="#">West Hills Housing Foundation</a>	CA	\$46,522	Executive Director	\$26,967	<b>\$25,520</b>	2023
<a href="#">Affordable Housing Associates Inc</a>	UT	\$46,430	Treasurer	\$51,179	<b>\$57,405</b>	2023

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to FL 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 FL 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** 109 organizations. Compensation range \$1,189–\$259,516; filing years 2023–2025.

**SIZE BASIS** Matched on total revenue (\$53,342); for reference, expenses \$317 and assets \$52,885. **Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.**

ROLE MATCH	Alfred Arzuaga, reported title " <i>President</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	96 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	7 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	69 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	69 <sup>th</sup>
Reportable pay only (column D), adjusted	0 <sup>th</sup>
All sources (D + E + F), adjusted	32 <sup>nd</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 (Alfred Arzuaga) 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 109 similarly situated organizations (Same NTEE sector (L20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$32,805 is reasonable (approximately the 69<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 9, 2026.