

# Downtown Ontario Improvement Association

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Ismael Arias, Executive Director / CEO** (\$94,516) against **every comparable organization** that fit the selection criteria — **26** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **46<sup>th</sup>** percentile of comparable organizations within the typical range

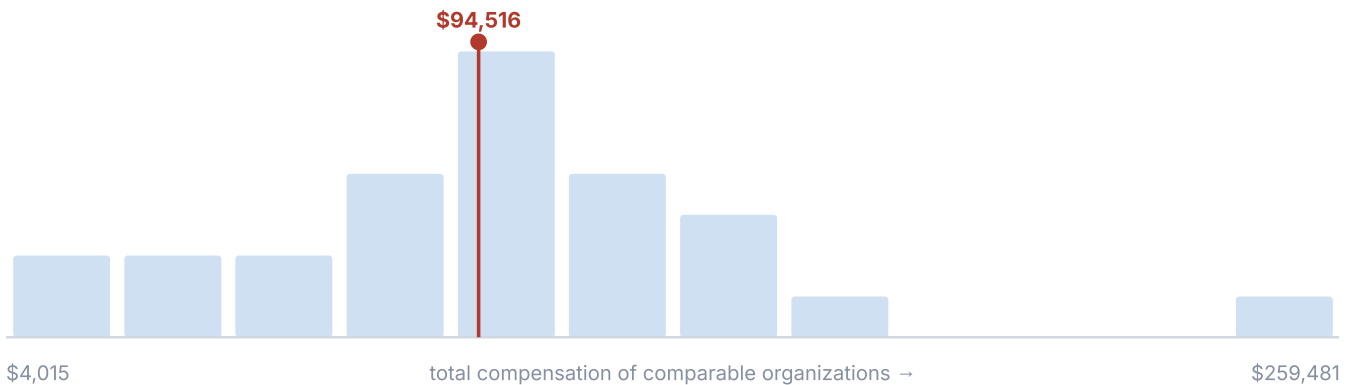
**Benchmarked executive:** Ismael Arias — reported title “EXECUTIVE DIRECTOR”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (S20).
BUDGET	Total revenue between \$322,795 and \$722,676 — 0.67x to 1.50x the subject's \$481,784 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (S20) + CA + budget 0.67–1.5x revenue.

**26** organizations qualified on sector, size, and geography → **26** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$34,001	\$72,410	\$98,058	\$116,619	\$149,185	\$94,516
----------	----------	----------	-----------	-----------	----------



## ■ 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
<a href="#">Los Angeles River Revitalization</a>	CA	\$502,791	Executive Director	\$259,481	<b>\$259,481</b>	2024
<a href="#">San Ysidro Improvement Corporation</a>	CA	\$456,534	Executive Director	\$115,074	<b>\$118,473</b>	2023
<a href="#">Next Step Learning Center Inc</a>	CA	\$453,357	Board President	\$150,000	<b>\$150,000</b>	2024
<a href="#">Integrative Communities Inc</a>	CA	\$449,798	—	\$72,572	<b>\$72,572</b>	2024
<a href="#">Interfaith Outreach Of Carmel</a>	CA	\$522,513	Executive Di	\$107,292	<b>\$107,292</b>	2024
<a href="#">Studio City Improvement Association</a>	CA	\$528,388	Executive Dir.	\$81,856	<b>\$81,856</b>	2024
<a href="#">Open Heart Leaders</a>	CA	\$528,493	Chief Executive Officer	\$61,360	<b>\$61,360</b>	2024
<a href="#">Mujeres De La Tierra</a>	CA	\$538,399	Ceo	\$98,526	<b>\$98,526</b>	2024
<a href="#">New Birth Community Development</a>	CA	\$411,445	Board President, Executive Director	\$22,155	<b>\$22,809</b>	2023
<a href="#">Streets Are For Everyone</a>	CA	\$406,388	Executive Dir.	\$27,375	<b>\$27,375</b>	2024
<a href="#">Excelsior Action Group</a>	CA	\$557,426	Executive Dir.	\$95,054	<b>\$97,862</b>	2023
<a href="#">Resilience Rising Na</a>	CA	\$558,682	Chief Executive Officer	\$151,127	<b>\$155,591</b>	2023
<a href="#">Sharing Inc</a>	CA	\$563,367	Interim Ex Dir	\$89,553	<b>\$89,553</b>	2024
<a href="#">Rise Urban Leadership Institute</a>	CA	\$575,655	Executive Director	\$111,057	<b>\$111,057</b>	2024
<a href="#">Growing Grace Inc</a>	CA	\$585,106	Ceo	\$3,900	<b>\$4,015</b>	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Shasta Living Streets</a>	CA	\$367,637	Executive Director	\$104,867	<b>\$102,164</b>	2025
<a href="#">Main Street Martinez Inc Db</a>	CA	\$365,098	Executive Dir.	\$110,907	<b>\$110,907</b>	2024
<a href="#">California Association Of Local</a>	CA	\$604,638	Executive Di	\$148,370	<b>\$148,370</b>	2024
<a href="#">South Central Prevention Coalition</a>	CA	\$632,654	Interim Exe	\$92,814	<b>\$90,422</b>	2025
<a href="#">Uptown Parnership Incorporated</a>	CA	\$323,144	Executive Director	\$95,434	<b>\$98,253</b>	2023
<a href="#">Watt Avenue Partnership</a>	CA	\$650,801	Executive Director	\$135,551	<b>\$135,551</b>	2024
<a href="#">Montclair Village Association</a>	CA	\$676,768	Executive Dir.	\$50,000	<b>\$50,000</b>	2024
<a href="#">Downtown Oxnard Improvement Association</a>	CA	\$681,497	Executive Dir.	\$79,720	<b>\$79,720</b>	2024
<a href="#">Hearts &amp; Lives</a>	CA	\$686,442	Executive Dir.	\$118,917	<b>\$122,429</b>	2023
<a href="#">Lime Foundation</a>	CA	\$707,667	Executive Dir.	\$72,356	<b>\$72,356</b>	2024

**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](http://peerbasis.org/methodology).

## ● Sample, role match & sensitivity

PEER COUNT    **26** organizations. Compensation range \$4,015–\$259,481; filing years 2023–2025.

SIZE BASIS     Matched on total revenue (\$481,784); for reference, expenses \$502,009 and assets \$569,952.

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

**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	46 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	46 <sup>th</sup>
Reportable pay only (column D), adjusted	46 <sup>th</sup>
All sources (D + E + F), adjusted	46 <sup>th</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 (Ismael Arias) 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 26 similarly situated organizations (Same NTEE sector (S20) + CA + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$94,516 is reasonable (approximately the 46<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.