

Admiral Housing

Executive Director / CEO

EIN 911933191

WA · NTEE L20

FY ending 2023-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Padrica Hoffman, Executive Director / CEO** (\$7,191) against **every comparable organization** that fit the selection criteria — **263** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 8th percentile of comparable organizations

below the typical range for comparable organizations

Benchmarked executive: Padrica Hoffman — 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 (L20).
BUDGET	Total revenue between \$166,897 and \$373,650 — 0.67x to 1.50x the subject's \$249,100 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (L20), nationwide + budget 0.67–1.5x revenue.

263 organizations qualified on sector, size, and geography → **263** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$7,729	\$19,628	\$38,882	\$64,502	\$86,495	\$7,191
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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 WA 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
Plymouth Bay Housing Corporation	MA	\$248,798	Ceo	\$40,000	\$38,996	2024
Cleveland County Community Development Corp Inc	NC	\$248,673	Executive Director	\$68,517	\$76,806	2024
Ashby House Ltd	KS	\$249,655	Executive Di	\$88,049	\$103,198	2024
San Joaquin Valley Housing Collaborative	CA	\$249,665	Executive Dir.	\$26,183	\$25,253	2023
Office Of People	CA	\$247,998	Ceo	\$12,898	\$12,083	2024
Creating New Horizons	LA	\$250,286	President	\$12,000	\$14,759	2023
Unseen Heroes For Creative Communit	CA	\$247,521	Executive Director	\$24,500	\$23,630	2023
Cape Fear Community Land Trust Inc	NC	\$251,937	Executive Director - Not B	\$79,849	\$89,509	2024
Lutheran Social Services Of Central Ohio	OH	\$252,249	President & Ceo	\$9,088	\$10,751	2023
Providence Westside Housing Development	NY	\$245,390	President	\$2,810	\$2,836	2023
Mihalic's Project	AZ	\$245,308	President/ceo	\$31,340	\$32,699	2024
Cra Community Development Group Incorporated	FL	\$254,171	President, Chair	\$32,760	\$33,388	2024
Amsterdam Continuing Care Health System	NY	\$254,412	President / Ceo	\$15,418	\$15,561	2023
600 East 156th Street Housing	NY	\$243,524	President/ceo	\$180,441	\$176,893	2024
Somerset Arc Apartments Inc	NJ	\$243,475	Executive Director	\$7,525	\$7,101	2025

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Venture Care Housing Development Fund Co Inc	NY	\$254,990	Chief Executive Officer	\$38,189	\$38,544	2023
Titus Foundation Ministry	AZ	\$255,353	President	\$84,548	\$88,214	2024
Habitat For Humanity Of Richland	OH	\$242,502	Executive Di	\$56,620	\$66,982	2023
Good Shepherd Of Washington Ii	WI	\$242,417	President And Ceo	\$33,743	\$38,232	2024
Dc Housing Solutions Inc	DC	\$242,366	Former Ceo	\$6,224	\$5,925	2024
Bethel Foundation	OK	\$256,049	Executive Di	\$33,986	\$40,600	2024
Asi Redruth Inc	MN	\$256,149	President/tr	\$65,715	\$72,527	2023
Affordable Housing Paso Robles	CA	\$257,029	President	\$40,325	\$37,777	2024
Lake County Habitat For Humanity	MI	\$257,071	Executive Director	\$21,339	\$23,895	2024
Scott County Habitat For Humanity	KY	\$239,980	Executive Director	\$49,000	\$57,113	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to WA cost of living and 2023 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 WA 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 **263** organizations. Compensation range \$166–\$316,711; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$249,100); for reference, expenses \$267,304 and assets \$1,062,621.

ROLE MATCH	Padrica Hoffman, reported title " <i>EXECUTIVE DIRECTOR</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	171 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	12 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	8 th
Total compensation (D + F), as reported (no adjustments)	9 th
Reportable pay only (column D), adjusted	0 th
All sources (D + E + F), adjusted	40 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 (Padrica Hoffman) 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 263 similarly situated organizations (Same NTEE sector (L20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$7,191 is reasonable (approximately the 8th 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.