

# Hamlin Hotel Corporation

Executive Director / CEO

EIN 943298138

CA · NTEE L21

FY ending 2023-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Cindy Louie, Executive Director / CEO** (\$23,175) against **every comparable organization** that fit the selection criteria — **83** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **47<sup>th</sup>** percentile of comparable organizations within the typical range

**Benchmarked executive:** Cindy Louie — 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 (L21).

**BUDGET** Total revenue between \$37,666 and \$84,327 — 0.67x to 1.50x the subject's \$56,218 (the band tightens as size grows).

**GEOGRAPHY** Same NTEE sector (L21), nationwide + budget 0.67–1.5x revenue.

**83** organizations qualified on sector, size, and geography

→ **83** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$5,367	\$13,678	\$24,629	\$40,293	\$49,296	\$23,175
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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
<a href="#">Coggins Square Inc</a>	CA	\$56,550	President	\$47,242	<b>\$47,242</b>	2023
<a href="#">Tcrc Cottonwood Cila Nfp</a>	IL	\$55,791	President & Ceo	\$19,496	<b>\$21,560</b>	2024
<a href="#">Arc Cape May Housing Inc</a>	NJ	\$55,752	President	\$14,105	<b>\$14,165</b>	2024
<a href="#">Robstown Housing Facility Corporation</a>	TX	\$56,963	Executive Director	\$2,425	<b>\$2,659</b>	2025
<a href="#">Passavant Memorial Homes V</a>	PA	\$57,057	Ceo & President	\$36,502	<b>\$40,946</b>	2024
<a href="#">Lamont House Inc</a>	CA	\$57,063	Co-exec Directr	\$20,468	<b>\$19,881</b>	2024
<a href="#">Passavant Memorial Homes X</a>	PA	\$57,143	Ceo & President	\$36,502	<b>\$40,946</b>	2024
<a href="#">People Improving Communities And</a>	MA	\$57,247	President/ceo	\$37,728	<b>\$38,136</b>	2024
<a href="#">Colosimo Apartments Inc</a>	CA	\$55,114	Vice Chair	\$8,818	<b>\$8,565</b>	2024
<a href="#">Mental Retardation Community Serv Of Nassau Cty-project Ii Inc</a>	NY	\$54,326	Chief Executive Officer	\$179,760	<b>\$182,717</b>	2024
<a href="#">Traskwood Complex Inc</a>	AR	\$58,775	Executive Director	\$21,642	<b>\$28,172</b>	2023
<a href="#">Holt Apartments Inc</a>	MO	\$53,301	Cfo	\$104,235	<b>\$124,185</b>	2024
<a href="#">Appletree Court</a>	MN	\$52,852	President/ceo	\$40,349	<b>\$46,172</b>	2023
<a href="#">Building Dreams Inc</a>	KY	\$59,695	Executive Director	\$8,929	<b>\$10,512</b>	2025
<a href="#">Ocean Housing Development I Inc</a>	NJ	\$60,278	Pres/ceo Non	\$42,001	<b>\$41,094</b>	2025
<a href="#">Warren Housing Opportunities Corporation</a>	NJ	\$60,580	Treasurer	\$7,487	<b>\$7,519</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Abcap Housing Iv Inc</a>	OH	\$51,855	Executive Director	\$41,692	<b>\$49,672</b>	2024
<a href="#">Jfm No 5 Corp</a>	ME	\$61,554	Ceo	\$14,253	<b>\$15,640</b>	2025
<a href="#">Lakeview Apartments Ii Inc</a>	AR	\$50,676	Executive Di	\$3,949	<b>\$5,141</b>	2023
<a href="#">Dante House Inc</a>	CA	\$61,860	Co-exec Directr	\$20,468	<b>\$19,881</b>	2024
<a href="#">Centerpointe Housing Corporation I</a>	NE	\$50,249	President	\$14,019	<b>\$17,462</b>	2023
<a href="#">Evesham Section 811 Housing Corporation</a>	PA	\$62,882	President & Ceo	\$25,525	<b>\$29,478</b>	2023
<a href="#">Forty West Street Corporation</a>	MA	\$63,027	Chief Executive Officer	\$24,075	<b>\$25,054</b>	2023
<a href="#">Eastwick Ii Section 811 Housing</a>	PA	\$49,364	President & Ceo	\$25,525	<b>\$29,478</b>	2023
<a href="#">Greater Newark Housing Partnership Inc</a>	NJ	\$63,655	President & Ceo	\$40,688	<b>\$42,070</b>	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 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 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](https://peerbasis.org/methodology).

## ■ Sample, role match & sensitivity

**PEER COUNT** 83 organizations. Compensation range \$2,648–\$182,717; filing years 2022–2025.

**SIZE BASIS** Matched on total revenue (\$56,218); for reference, expenses \$601,930 and assets \$2,642,615. **Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.**

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

**RELATED-ORG PAY** 77 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

**OUTLIERS** 4 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	47 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	53 <sup>rd</sup>
Reportable pay only (column D), adjusted	0 <sup>th</sup>
All sources (D + E + F), adjusted	52 <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 (Cindy Louie) 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 83 similarly situated organizations (Same NTEE sector (L21), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$23,175 is reasonable (approximately the 47<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.