

# Ghostlight Productions Inc

Executive Director / CEO

EIN 384057017  
 MI · NTEE A60  
 FY ending 2024-12-31  
**June 9, 2026**

This analysis benchmarks the total compensation of **Paul Mow, Executive Director / CEO** (\$39,250) against **every comparable organization** that fit the selection criteria — **153** 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

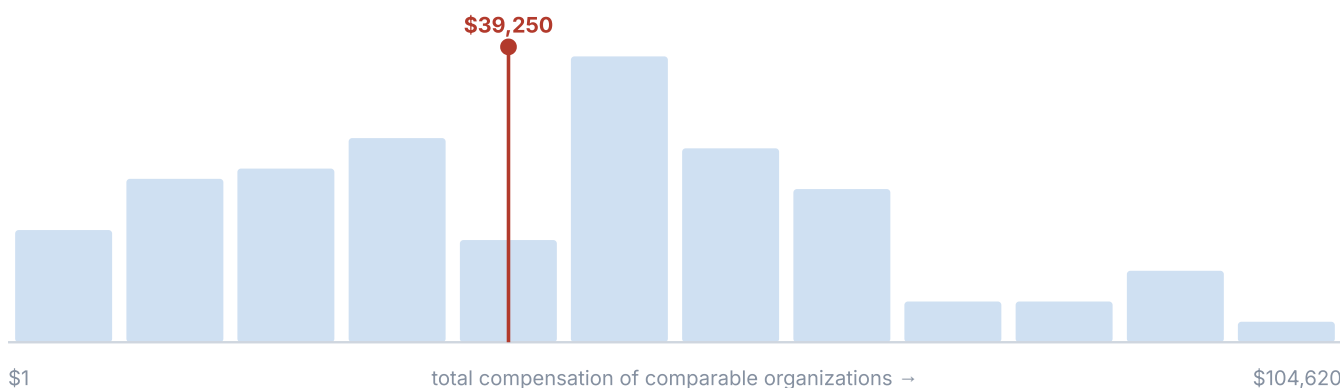
**Benchmarked executive:** Paul Mow — reported title “GENERAL MANAGER & ARTISTIC DIRECTOR”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

## How comparable organizations were selected

- SECTOR** Organizations sharing the subject's NTEE classification (A60).
- BUDGET** Total revenue between \$205,217 and \$459,442 — 0.67x to 1.50x the subject's \$306,295 (the band tightens as size grows).
- GEOGRAPHY** Same NTEE sector (A60), nationwide + budget 0.67–1.5x revenue.

**153** organizations qualified on sector, size, and geography → **153** within the band from the benchmarked peer set.

## Distribution of comparable compensation



\$11,327	\$24,314	\$39,250	\$44,412	\$58,687	\$73,710	\$104,620
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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 MI 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="#">Youth Dance Ensemble And School</a>	MN	\$306,706	Executive Director	\$60,468	<b>\$56,395</b>	2025
<a href="#">Ankeny Friends Of The Arts</a>	IA	\$304,062	Executive Director	\$47,885	<b>\$52,297</b>	2023
<a href="#">Christ In The Arts Of West Texas Inc</a>	TX	\$302,809	President	\$26,300	<b>\$24,831</b>	2025
<a href="#">Xelias Aerial Arts Studio</a>	MN	\$309,842	Executive Director	\$96,000	<b>\$89,533</b>	2025
<a href="#">Katharsis Media</a>	NM	\$302,669	Executive Director	\$71,027	<b>\$74,013</b>	2024
<a href="#">Brownbody</a>	MN	\$302,426	Executive Director	\$63,550	<b>\$62,634</b>	2023
<a href="#">Reno Dance Company</a>	NV	\$311,005	Executive Director	\$15,000	<b>\$14,567</b>	2024
<a href="#">Performing Arts Academy Of New</a>	TX	\$313,628	Chairman	\$29,996	<b>\$29,070</b>	2024
<a href="#">Yes And Collaborative Arts</a>	PA	\$314,678	Executive Director	\$32,490	<b>\$31,390</b>	2024
<a href="#">Atlanta Dance Theatre Inc</a>	GA	\$315,215	Artistic Dir	\$65,078	<b>\$63,396</b>	2024
<a href="#">Rawdance</a>	CA	\$296,383	Director	\$3,802	<b>\$3,181</b>	2024
<a href="#">Arts For Kids Inc</a>	NJ	\$316,270	Executive Director	\$57,868	<b>\$48,766</b>	2025
<a href="#">Danielandsomesuperfriends Inc</a>	NY	\$296,045	Ceo, Artistic Director	\$69,823	<b>\$59,552</b>	2025

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Sandglass Center For Puppetry &amp; Theater Research Ltd</a>	VT	\$318,179	Board Member And Artistic Director	\$37,556	<b>\$37,704</b>	2023
<a href="#">Baltimore Improv Group</a>	MD	\$293,707	Managing Director	\$50,000	<b>\$46,626</b>	2023
<a href="#">Contemporary Youth Orchestra</a>	OH	\$293,497	Executive Di	\$72,892	<b>\$77,007</b>	2023
<a href="#">Death Of Classical Inc</a>	NY	\$293,171	Artistic Director	\$28,855	<b>\$25,262</b>	2024
<a href="#">Mishpachah Inc</a>	OH	\$321,109	Director	\$60,911	<b>\$64,349</b>	2023
<a href="#">Everett</a>	RI	\$291,469	Co-artistic Director/treas	\$35,100	<b>\$33,571</b>	2023
<a href="#">Bower Center For The Arts</a>	VA	\$321,721	Executive Director	\$63,750	<b>\$59,635</b>	2024
<a href="#">Childrens Legacy Theatre Inc</a>	DC	\$322,058	Executive Director	\$51,970	<b>\$44,184</b>	2024
<a href="#">Teadra Productions</a>	CA	\$323,308	President &	\$60,000	<b>\$48,901</b>	2025
<a href="#">Inspire Music Service Hope Inc</a>	AZ	\$288,484	Executive Director	\$24,000	<b>\$23,023</b>	2023
<a href="#">Rocky Mountain Ballet Theatre</a>	MT	\$324,315	Associate Dir.	\$30,000	<b>\$31,330</b>	2024
<a href="#">Royal Stage Christian Performing Arts</a>	CA	\$286,993	Executive Director	\$11,000	<b>\$9,474</b>	2023

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MI 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 MI 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	153 organizations. Compensation range \$1–\$104,620; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$306,295); for reference, expenses \$262,589 and assets \$498,998.
ROLE MATCH	Paul Mow, reported title "GENERAL MANAGER & ARTISTIC DIRECTOR", benchmarked as Executive Director / CEO. <b>Selected as the organization's highest-paid individual without an exact title match — the board should confirm this is a comparable role.</b>
RELATED-ORG PAY	2 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

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)	42 <sup>nd</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 (Paul Mow) 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 153 similarly situated organizations (Same NTEE sector (A60), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$39,250 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].

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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.