

Shadow On The Water Inc

Executive Director / CEO

EIN 882395850

IN · NTEE X22

FY ending 2023-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Michael Nolan, Executive Director / CEO** (\$100,000) against **every comparable organization** that fit the selection criteria — **28** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **93rd** percentile of comparable organizations above the 90th percentile — board review recommended

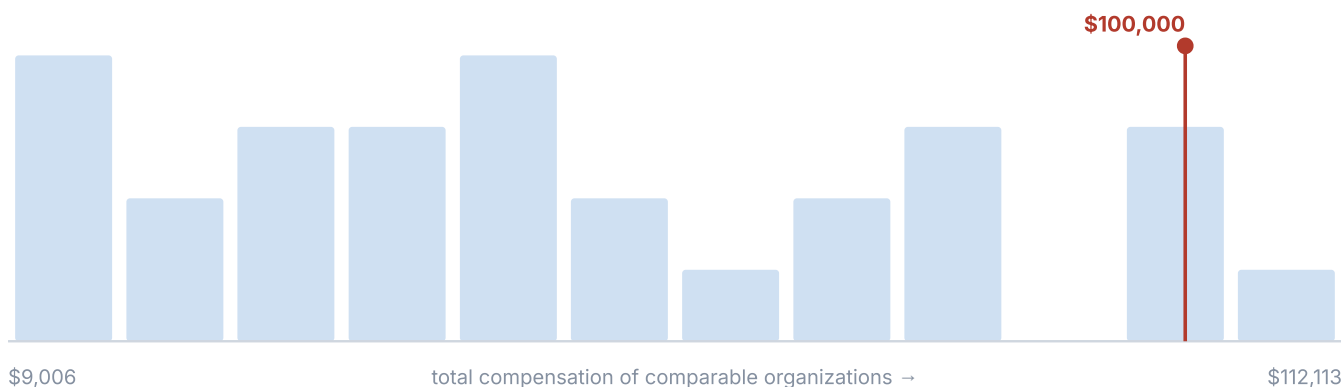
Benchmarked executive: Michael Nolan — reported title "PRESIDENT", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (X22).
BUDGET	Total revenue between \$227,138 and \$508,518 — 0.67x to 1.50x the subject's \$339,012 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (X22), nationwide + budget 0.67–1.5x revenue.

28 organizations qualified on sector, size, and geography → **28** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$13,394	\$29,994	\$45,732	\$77,121	\$96,613	\$100,000
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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 IN 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
St Philip Neri House Inc	NY	\$333,171	President	\$54,542	\$45,395	2024
Catholic Education Opportunities	KY	\$325,341	Executive Di	\$75,000	\$76,409	2023
Evangelium Institute Inc	NE	\$323,336	Executive Director	\$97,335	\$99,273	2023
Saint Benedict's Chapel Inc	TX	\$318,375	Executive Director	\$50,000	\$46,068	2024
Lamp Ministries	NY	\$315,153	President	\$43,160	\$34,996	2025
Global Community Fellowship Inc	NC	\$365,822	President / Executive Director	\$83,280	\$79,258	2024
Carolina Catholic Athletic Association Inc	NC	\$294,216	Program Manager	\$47,500	\$45,205	2024
Lay Mission Helpers Association	CA	\$292,156	Executive Dir.	\$90,697	\$74,265	2023
Keep The Faith Inc	NJ	\$387,665	President	\$50,000	\$40,058	2025
Veritas Catholic Information Center	SC	\$393,038	Executive Director Thru 6/2024	\$30,492	\$29,299	2024
Modern Catholic Pilgrim	CA	\$394,527	President	\$62,897	\$51,502	2023
Order Of St Michael	NY	\$278,543	Pres	\$16,491	\$13,725	2024
Souls Of The Christian Apostolate	CO	\$405,786	President	\$90,000	\$79,487	2024
Canticle Inc	CA	\$270,391	Executive Dir.	\$64,616	\$52,909	2023
The Thomas Merton Institute For Catholic Life Inc	NY	\$408,326	Ceo	\$40,282	\$33,526	2024
My Catholic Cause	OH	\$269,562	President And Trustee	\$24,000	\$23,413	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Portuguese Holy Ghost Society Inc	CT	\$268,021	Vice Preside	\$10,428	\$9,006	2024
Sqpn Inc Not Open For Public Insp	GA	\$267,367	Ceo	\$109,350	\$101,270	2024
Catholic Mission Trips Inc	TX	\$411,542	Executive Director	\$20,959	\$19,311	2024
In Ipso	CO	\$252,899	President	\$105,000	\$95,473	2023
Visitation Auxiliary Inc	AL	\$252,420	President	\$42,328	\$43,363	2023
Pew Ministries Inc	TN	\$248,610	President	\$115,800	\$112,113	2024
Bethany House Of Prayer Inc	MA	\$242,821	Executive Director	\$70,722	\$60,264	2023
Sisters Of Our Lady Of Perpetual Help	CA	\$443,296	Ceo	\$15,600	\$12,088	2025
The Society Of The Missionaries Of	CT	\$446,068	Prov. Animator	\$33,996	\$30,226	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to IN 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 IN 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 28 organizations. Compensation range \$9,006–\$112,113; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$339,012); for reference, expenses \$340,449 and assets \$96,733.

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

Sensitivity — the subject's percentile under alternative compensation definitions:

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	93 rd
Total compensation (D + F), as reported (no adjustments)	89 th
Reportable pay only (column D), adjusted	93 rd
All sources (D + E + F), adjusted	93 rd

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 (Michael Nolan) 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 28 similarly situated organizations (Same NTEE sector (X22), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$100,000 is reasonable (approximately the 93rd 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.