

The Waterhouse Charitable Trust

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Stanley Y Mukai, Executive Director / CEO** (\$109,480) against **every comparable organization** that fit the selection criteria — **36** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **94th** percentile of comparable organizations above the 90th percentile — board review recommended

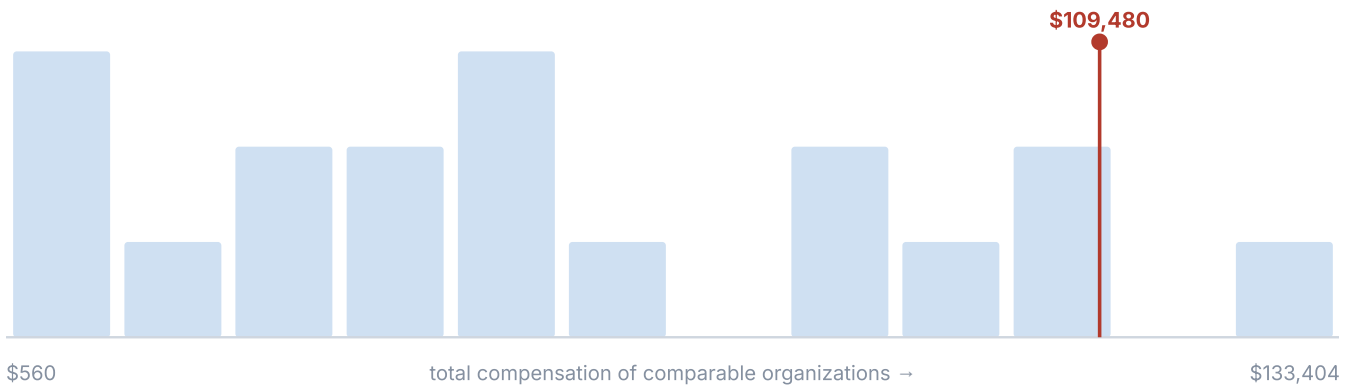
Benchmarked executive: Stanley Y Mukai — reported title “Co-Trustee”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (T99).
BUDGET	Total revenue between \$235,103 and \$526,351 — 0.67x to 1.50x the subject's \$350,901 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (T99), nationwide + budget 0.67–1.5x revenue.

36 organizations qualified on sector, size, and geography → **36** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$5,002	\$24,884	\$48,421	\$84,593	\$104,524	\$109,480
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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 HI 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
Equal Access To Justice Inc	NM	\$362,280	Executive Director	\$79,435	\$90,300	2025
Overly's Country Christmas Inc	PA	\$368,962	Executive Director	\$22,625	\$25,201	2023
Burning Ones Inc	FL	\$369,303	President	\$47,500	\$48,410	2024
Africa Network Evangelism Task	TX	\$327,442	Ceo & Chairman	\$119,400	\$133,404	2023
Finao	WI	\$314,091	President	\$14,400	\$16,797	2023
Friends Of Michlalah Yerushalayim Inc	NY	\$311,382	President	\$3,600	\$3,529	2024
Engineers Charitable Trust	NY	\$304,582	Executive Director	\$94,257	\$92,404	2024
The Viaquest Foundation	OH	\$397,274	Executive Director	\$72,853	\$86,186	2023
All For Him Ministry Inc	TN	\$304,184	President	\$22,471	\$26,382	2023
Henrik Lundqvist Foundation Inc	NJ	\$400,275	Executive Dir.	\$50,000	\$48,432	2024
American Friends Of Action	PA	\$300,229	Program Dire	\$75,686	\$81,884	2024
One Equal Heart Foundation	WA	\$402,021	Executive Director	\$102,175	\$102,175	2023
Ymca Foundation Of Mid-america	KS	\$405,761	Chief Executive Officer	\$37,063	\$43,440	2024
Hamilton Education Foundation Inc	WI	\$294,433	Co-executive Director	\$4,333	\$5,054	2023
Ivan & Caroline Wilson Memorial	IA	\$417,707	Trustee	\$15,000	\$18,345	2023
World Stewardship Institute	CA	\$419,063	President	\$48,960	\$45,866	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Ventura Music Festival Association	CA	\$423,602	Executive Di	\$115,000	\$107,733	2024
The Central Benefits	OH	\$424,274	Secretary	\$105,945	\$125,334	2023
Olde Towne Theatre Co Inc	SD	\$433,343	Executive Di	\$27,209	\$33,540	2023
Evanstonskokie District 65 Educational	IL	\$267,731	Executive Director	\$95,191	\$101,528	2024
Wings Educational Foundation	MO	\$267,115	Secretary	\$4,420	\$4,949	2025
Philanthropy West Virginia Inc	WV	\$266,148	Pres. & Ceo (Ex-officio)	\$46,738	\$54,901	2024
Friends Of The School Of The Arts Fnd	CA	\$438,471	Treasurer	\$5,000	\$4,563	2025
Cedar Hill Cemetery Foundation Inc	CT	\$261,678	Executive Director	\$39,643	\$40,325	2024
Tma Properties Foundation Inc	FL	\$261,549	President	\$9,129	\$9,065	2025

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to HI 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 HI 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 36 organizations. Compensation range \$560–\$133,404; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$350,901); for reference, expenses \$3,696,001 and assets \$41,584,902. **Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.**

ROLE MATCH Stanley Y Mukai, reported title "*Co-Trustee*", benchmarked as Executive Director / CEO. **Selected as the organization's highest-paid individual without an exact title match — the**

board should confirm this is a comparable role.

RELATED-ORG PAY 7 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	94 th
Total compensation (D + F), as reported (no adjustments)	94 th
Reportable pay only (column D), adjusted	75 th
All sources (D + E + F), adjusted	97 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 (Stanley Y Mukai) 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 36 similarly situated organizations (Same NTEE sector (T99), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$109,480 is reasonable (approximately the 94th 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.