

Flourish Ministries Inc

Executive Director / CEO

This analysis benchmarks the total compensation of **Craig L Morris, Executive Director / CEO** (\$89,347) against **every comparable organization** that fit the selection criteria — **54** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **85th** percentile of comparable organizations within the typical range

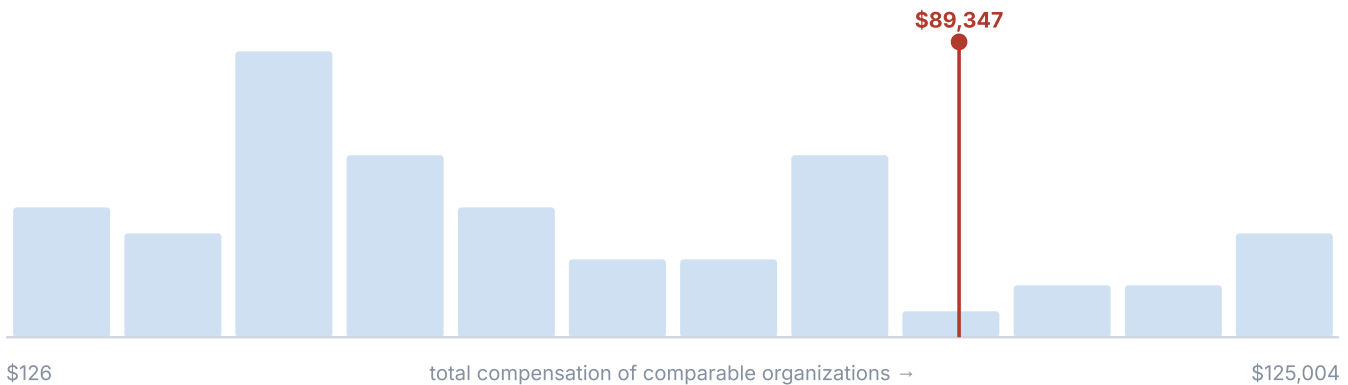
Benchmarked executive: Craig L Morris — reported title “President”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (P20).
BUDGET	Total revenue between \$107,500 and \$240,672 — 0.67x to 1.50x the subject's \$160,448 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (P20) + CA + budget 0.67–1.5x revenue.

54 organizations qualified on sector, size, and geography → **54** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$14,569	\$26,312	\$42,898	\$75,357	\$102,613	\$89,347
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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
Nextstep Ministries	CA	\$163,347	President/exec Director	\$27,524	\$26,734	2024
Northern California Dr Martin Luther King Jr Community Foundatio	CA	\$164,851	Officer	\$99,220	\$93,889	2025
Santa Monica Bay Area Human Relations	CA	\$166,141	Director	\$80,844	\$78,525	2024
Sustainable Silicon Valley	CA	\$166,295	Executive Dir.	\$26,833	\$26,063	2024
Hygieia Behavioral Health Foundation Inc	CA	\$166,700	President And Ceo	\$120,000	\$116,557	2024
Mattole Valley Resource Center	CA	\$151,615	Executive Dir.	\$30,058	\$28,443	2025
587 Ministries Inc	CA	\$175,473	President	\$50,000	\$48,566	2024
African American Wellness Center For Children Families	CA	\$180,993	Ceodirector	\$28,464	\$27,647	2024
Kindred Spirits Care Farm	CA	\$183,337	Executive Director	\$10,000	\$9,713	2024
The Caritas Foundation	CA	\$137,500	Chief Operating Officer	\$18,203	\$17,681	2024
Here To Serve Inc	CA	\$136,789	Ceo/board Chair	\$79,761	\$75,476	2025
El Emet Inc	CA	\$184,498	Cfo	\$39,000	\$37,881	2024
Cuyama Valley Family Resource Center	CA	\$186,476	Executive Director	\$45,630	\$45,630	2023
Vetcares Inc	CA	\$128,729	Ceo	\$130	\$126	2024
Careyes Foundation	CA	\$128,003	Director	\$16,000	\$16,000	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Spring Research Innovation Network Group	CA	\$127,975	Executive Director	\$23,868	\$23,868	2023
Beyond Fistula	CA	\$192,936	Co-director	\$7,392	\$7,180	2024
Ventura County Central Service Office Inc	CA	\$126,080	Office Manager	\$68,007	\$70,795	2022
Pelican Cove Counseling Center	CA	\$194,911	Executive Director	\$68,034	\$66,082	2024
Charity For Charity	CA	\$196,905	Secretary	\$37,558	\$37,558	2023
Chen Teng Hsiu Compassion Foundation	CA	\$200,181	Secretary	\$48,000	\$46,623	2024
Lichen Health	CA	\$200,779	Exec Dir, Vp	\$103,846	\$98,267	2025
Communities Of Excellence 2026 Inc	CA	\$119,868	President An	\$38,250	\$37,153	2024
Social Science Observatory	CA	\$119,170	President	\$89,100	\$89,100	2023
Live Oak Mental Wellness Project Inc	CA	\$205,144	Ceo	\$14,368	\$13,956	2024

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.

■ Sample, role match & sensitivity

PEER COUNT 54 organizations. Compensation range \$126–\$125,004; filing years 2022–2025.

SIZE BASIS Matched on total revenue (\$160,448); for reference, expenses \$155,535 and assets \$381,970.

ROLE MATCH Craig L Morris, reported title "*President*", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY 3 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	85 th
Total compensation (D + F), as reported (no adjustments)	85 th
Reportable pay only (column D), adjusted	52 nd
All sources (D + E + F), adjusted	81 st

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 (Craig L Morris) 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 54 similarly situated organizations (Same NTEE sector (P20) + CA + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$89,347 is reasonable (approximately the 85th 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.