

# Merea Ministry Inc

Executive Director / CEO

EIN 300268155  
 MS · NTEE X20  
 FY ending 2023-12-31  
**June 9, 2026**

This analysis benchmarks the total compensation of **Terrie L Harwood, Executive Director / CEO** (\$12,971) against **every comparable organization** that fit the selection criteria — **814** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **12<sup>th</sup>** percentile of comparable organizations below the typical range for comparable organizations

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

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (X20).
BUDGET	Total revenue between \$138,594 and \$310,287 — 0.67x to 1.50x the subject's \$206,858 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (X20), nationwide + budget 0.67–1.5x revenue.

**814** organizations qualified on sector, size, and geography → **814** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$12,009	\$23,139	\$43,086	\$72,044	\$100,727	<b>\$12,971</b>
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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 MS 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="#">Gap At Sawmill Meadow</a>	TX	\$206,782	Vice President	\$3,000	<b>\$2,617</b>	2024
<a href="#">Kingdom Of Grace Ministries</a>	CA	\$206,961	Ceo & Senior Pastor	\$56,950	<b>\$44,154</b>	2023
<a href="#">Light For Life International Inc</a>	GA	\$207,142	Executive Di	\$30,000	<b>\$27,084</b>	2023
<a href="#">Mountain Meadow Ranch Bible Camp</a>	AZ	\$207,263	Camp Director/manager	\$62,830	<b>\$54,254</b>	2023
<a href="#">Frazor Evangelistic Association</a>	SC	\$207,276	President	\$36,400	<b>\$35,493</b>	2022
<a href="#">Lifecycles Inc</a>	PA	\$206,324	Executive Di	\$48,510	<b>\$43,435</b>	2023
<a href="#">Philadelphia Cоmmunity Outreach</a>	IL	\$207,406	President	\$47,500	<b>\$40,726</b>	2024
<a href="#">Centro De Vida International Church Movement</a>	CA	\$207,485	Secretary	\$21,000	<b>\$15,815</b>	2024
<a href="#">Refreshed Soul</a>	WA	\$207,563	President	\$77,000	<b>\$61,898</b>	2023
<a href="#">Simply Worship Inc</a>	SC	\$206,064	President	\$41,650	<b>\$39,013</b>	2023
<a href="#">Don Whitt Evangelistic Association Inc</a>	TN	\$207,856	President	\$10,500	<b>\$9,626</b>	2024
<a href="#">Dan Salas Ministries</a>	MO	\$205,828	President	\$60,000	<b>\$55,422</b>	2024
<a href="#">Reach 25 Incorporated Inc</a>	WI	\$207,926	President	\$57,348	<b>\$53,775</b>	2023
<a href="#">Cross Trail Outfitters Of</a>	IL	\$205,750	President	\$23,000	<b>\$19,720</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">The Well Training Ministry Inc</a>	FL	\$205,668	Board Member/community Admin	\$3,000	<b>\$2,458</b>	2024
<a href="#">Ocala United Inc</a>	FL	\$205,659	Director	\$62,400	<b>\$52,633</b>	2023
<a href="#">The Collaborative Inc</a>	FL	\$208,060	President	\$37,500	<b>\$30,723</b>	2024
<a href="#">Encouragement Incorporated</a>	CO	\$208,127	President	\$38,858	<b>\$32,495</b>	2024
<a href="#">Ministerio Internacional Jesus Es El Senor Inc</a>	NE	\$208,137	President	\$124,000	<b>\$119,748</b>	2023
<a href="#">Mark Drake Ministries Inc</a>	MO	\$208,249	President	\$29,000	<b>\$26,787</b>	2024
<a href="#">Hope Emmanuel</a>	CO	\$205,250	Independ Con	\$164,494	<b>\$137,558</b>	2024
<a href="#">Give Me That Book</a>	MO	\$205,094	President	\$5,026	<b>\$4,643</b>	2024
<a href="#">Reach Asia Ministries Inc</a>	TX	\$208,646	President/ceo	\$45,500	<b>\$39,694</b>	2024
<a href="#">94x Movement Corporation</a>	OK	\$205,019	Secretary	\$53,888	<b>\$51,749</b>	2024
<a href="#">Freedom Train Inc</a>	LA	\$204,941	Chairman	\$92,486	<b>\$88,816</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MS 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 MS 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](http://peerbasis.org/methodology).

## ● Sample, role match & sensitivity

**PEER COUNT** 814 organizations. Compensation range \$48–\$412,747; filing years 2022–2025.

**SIZE BASIS** Matched on total revenue (\$206,858); for reference, expenses \$27,277 and assets \$194,522. **Revenue and expenses diverge this year — revenue may misrepresent operating size;**

**weigh the expense-based view.**

ROLE MATCH	Terrie L Harwood, reported title " <i>Executive Director</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	14 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	19 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	12 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	10 <sup>th</sup>
Reportable pay only (column D), adjusted	14 <sup>th</sup>
All sources (D + E + F), adjusted	12 <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 (Terrie L Harwood) 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 814 similarly situated organizations (Same NTEE sector (X20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$12,971 is reasonable (approximately the 12<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.