

Mercy House Initiative

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Doreen Zimba, Executive Director / CEO** (\$37,050) against **every comparable organization** that fit the selection criteria — **17** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **35th** percentile of comparable organizations within the typical range

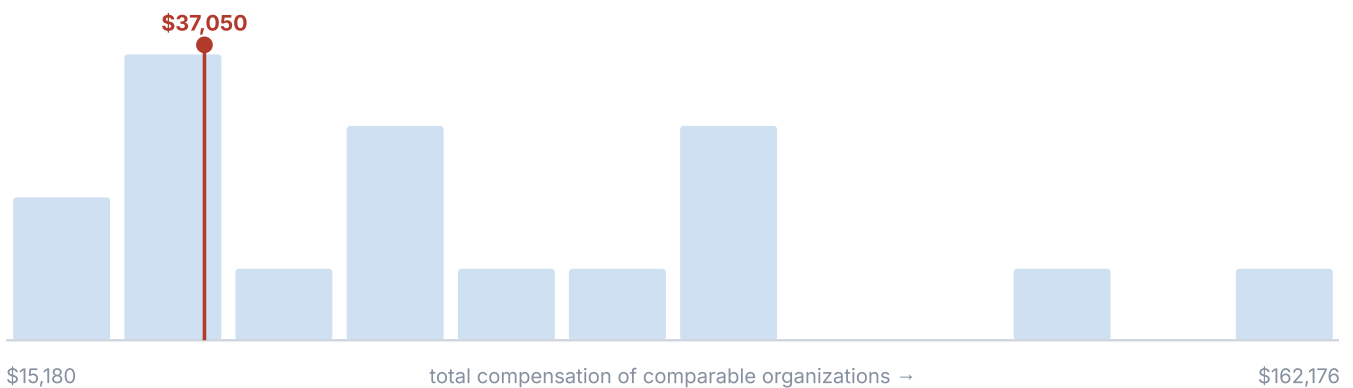
Benchmarked executive: Doreen Zimba — reported title “Chairman”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

- SECTOR** Organizations sharing the subject's NTEE classification (X20).
- BUDGET** Total revenue between \$185,728 and \$415,809 — 0.67x to 1.50x the subject's \$277,206 (the band tightens as size grows).
- GEOGRAPHY** Same NTEE sector (X20) + AZ + budget 0.67–1.5x revenue.

17 organizations qualified on sector, size, and geography → **17** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$28,337	\$34,296	\$55,308	\$91,800	\$111,938	\$37,050
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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 AZ 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
Ekklesia Christian Center	AZ	\$276,685	Lead Pastor	\$53,721	\$55,308	2023
Mary Shannon Ministries	AZ	\$275,301	President	\$127,815	\$131,590	2023
Trinitas Communities On Mission	AZ	\$267,432	President	\$54,192	\$54,192	2024
Assured Hope Ministries Inc	AZ	\$262,715	Director	\$35,781	\$35,781	2024
Wellspring Church Ministries	AZ	\$244,262	Senior Pastor	\$15,180	\$15,180	2024
Grace Works Global	AZ	\$239,529	President	\$91,800	\$91,800	2024
Aim Right Ministries	AZ	\$239,277	Executive Director/ceo	\$57,500	\$57,500	2024
Embark Ministries Inc	AZ	\$322,225	President	\$157,523	\$162,176	2023
Als Family Of Faith	AZ	\$221,726	Director	\$27,001	\$27,001	2024
Creation Research Society	AZ	\$333,364	Administrative	\$75,000	\$77,215	2023
Faithful City Inc	AZ	\$338,502	President	\$92,372	\$95,100	2023
Mountain Meadow Ranch Bible Camp	AZ	\$207,263	Camp Director/manager	\$62,830	\$64,686	2023
John Paul Ii Center For Theology Of The Body	AZ	\$188,884	Executive Officer	\$30,000	\$29,227	2025
Impac Org Inc	AZ	\$373,348	President	\$34,296	\$34,296	2024
Kamp Love	AZ	\$387,633	Ceo	\$44,000	\$44,000	2024
Romans 12 Ministries Inc	AZ	\$394,578	Director	\$28,814	\$29,665	2023
World Missionary Assistance Plan	AZ	\$409,893	Director/pres.	\$96,000	\$98,836	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to AZ 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 AZ 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 17 organizations. Compensation range \$15,180–\$162,176; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$277,206); for reference, expenses \$242,790 and assets \$151,589.

ROLE MATCH Doreen Zimba, reported title "*Chairman*", 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.

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

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	35 th
Total compensation (D + F), as reported (no adjustments)	35 th
Reportable pay only (column D), adjusted	35 th
All sources (D + E + F), adjusted	35 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 (Doreen Zimba) 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 17 similarly situated organizations (Same NTEE sector (X20) + AZ + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$37,050 is reasonable (approximately the 35th 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.