

# Warfighter Made

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Kristyn Novoa, Executive Director / CEO** (\$62,100) against **every comparable organization** that fit the selection criteria — **115** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **50<sup>th</sup>** percentile of comparable organizations within the typical range

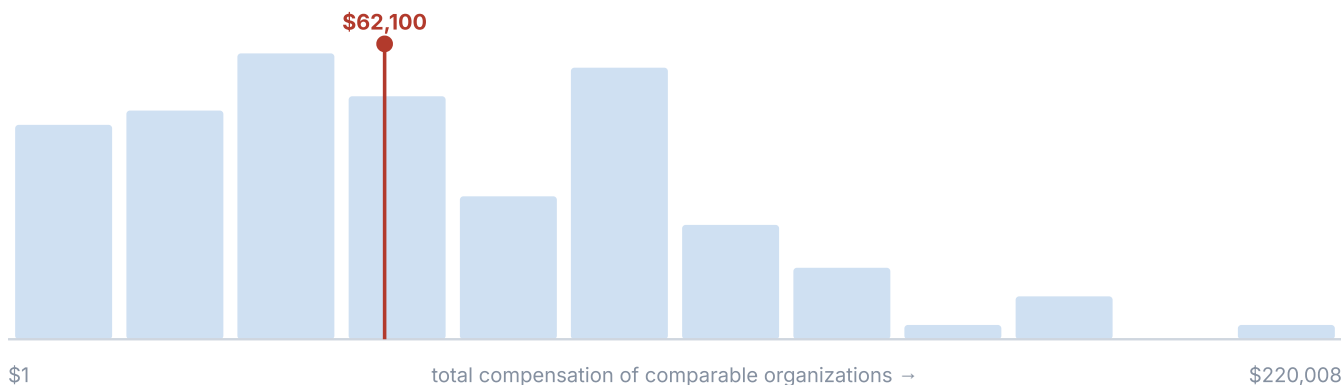
**Benchmarked executive:** Kristyn Novoa — reported title “Executive Dir.”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

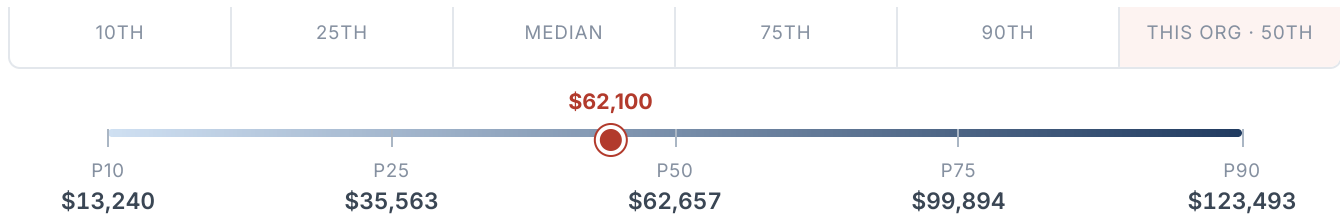
SECTOR	Organizations sharing the subject's NTEE classification (P20).
BUDGET	Total revenue between \$302,458 and \$677,146 — 0.67x to 1.50x the subject's \$451,431 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (P20) + CA + budget 0.67–1.5x revenue.

**115** organizations qualified on sector, size, and geography → **115** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$13,240	\$35,563	\$62,657	\$99,894	\$123,493	\$62,100
----------	----------	----------	----------	-----------	----------



## ● 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
<a href="#">Ben Lim Ministries</a>	CA	\$450,871	President & Pastor	\$37,300	<b>\$37,300</b>	2023
<a href="#">Recovery Cafe Santa Cruz</a>	CA	\$450,603	Exec Dir/pre	\$17,920	<b>\$17,920</b>	2023
<a href="#">Seeds Of Love</a>	CA	\$449,576	President	\$36,159	<b>\$36,159</b>	2023
<a href="#">Community Working Group</a>	CA	\$457,355	Chief Real Estate Officer	\$28,315	<b>\$28,315</b>	2023
<a href="#">Imago Dei Ministries</a>	CA	\$444,143	Executive Director	\$41,998	<b>\$41,998</b>	2023
<a href="#">Catalyst San Gabriel Valley Incorporated</a>	CA	\$459,052	Ceo	\$50,909	<b>\$50,909</b>	2023
<a href="#">Broom Homestead Inc</a>	CA	\$460,183	President & Ceo	\$98,000	<b>\$95,188</b>	2024
<a href="#">Spec Labs Inc</a>	CA	\$442,366	President	\$75,275	<b>\$73,115</b>	2024
<a href="#">Instituto De Avance Integral Latino Cdc</a>	CA	\$441,139	Executive Director	\$100,000	<b>\$97,131</b>	2024
<a href="#">All My Usos</a>	CA	\$438,238	Executive Director	\$5,542	<b>\$5,383</b>	2024
<a href="#">Catholic Worker Hospitality House</a>	CA	\$465,519	Director, Board Member	\$52,530	<b>\$51,023</b>	2024
<a href="#">Olinga Learning</a>	CA	\$436,788	Executive & Engineering Di	\$111,380	<b>\$108,185</b>	2024
<a href="#">Silver Streak</a>	CA	\$436,590	Director	\$21,000	<b>\$21,000</b>	2023
<a href="#">Kulungu For Congo</a>	CA	\$466,394	Executive Director	\$50,000	<b>\$47,314</b>	2025
<a href="#">Trusting Connections</a>	CA	\$433,862	Ceo	\$122,413	<b>\$118,901</b>	2024
<a href="#">United Through Education</a>	CA	\$432,009	Vice President, Director	\$58,229	<b>\$56,558</b>	2024
<a href="#">Neurotalent Works Inc</a>	CA	\$473,288	Executive Director	\$109,341	<b>\$109,341</b>	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Above The Rest Academy</a>	CA	\$428,548	President	\$76,500	<b>\$74,305</b>	2024
<a href="#">All Positives Possible</a>	CA	\$426,122	Executive Director	\$111,455	<b>\$111,455</b>	2023
<a href="#">World Voices Media</a>	CA	\$423,900	Executive Di	\$172,685	<b>\$167,731</b>	2024
<a href="#">Mothers-in-action Inc</a>	CA	\$422,398	Board President & Ceo	\$81,000	<b>\$91,073</b>	2021
<a href="#">Fathers Table Mission</a>	CA	\$481,194	Secretary	\$48,000	<b>\$48,000</b>	2023
<a href="#">Raise Funds Inc</a>	CA	\$488,176	Ceo	\$36,000	<b>\$34,967</b>	2024
<a href="#">Assuaged Foundation Inc</a>	CA	\$411,679	Vice President	\$3,150	<b>\$3,060</b>	2024
<a href="#">The Bay Area Mural Program Inc</a>	CA	\$411,111	Executive Di	\$137,705	<b>\$137,705</b>	2023

**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](http://peerbasis.org/methodology).

## Sample, role match & sensitivity

PEER COUNT	115 organizations. Compensation range \$1–\$220,008; filing years 2020–2025.
SIZE BASIS	Matched on total revenue (\$451,431); for reference, expenses \$440,291 and assets \$685,042.
ROLE MATCH	Kristyn Novoa, reported title <i>"Executive Dir."</i> , benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	5 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	1 peer 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	50 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	47 <sup>th</sup>
Reportable pay only (column D), adjusted	50 <sup>th</sup>
All sources (D + E + F), adjusted	48 <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 (Kristyn Novoa) 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 115 similarly situated organizations (Same NTEE sector (P20) + CA + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$62,100 is reasonable (approximately the 50<sup>th</sup> 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.