

Thrive Together Today Inc

Executive Director / CEO

EIN 475002341

IA · NTEE P87

FY ending 2024-09-30

June 9, 2026

This analysis benchmarks the total compensation of **Jennifer Kalina Upah, Executive Director / CEO** (\$81,520) against the **2000** closest of **3,279** comparable organizations — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 91st percentile of comparable organizations

above the 90th percentile — board review recommended

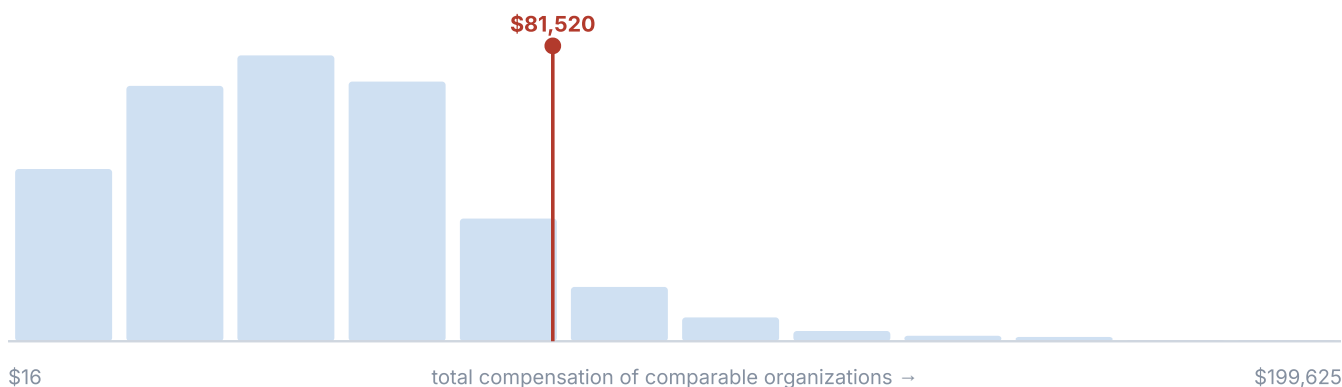
Benchmarked executive: Jennifer Kalina Upah — reported title “EXECUTIVE DIRECTOR”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (P87).
BUDGET	Total revenue between \$179,255 and \$401,319 — 0.67x to 1.50x the subject's \$267,546 (the band tightens as size grows).
GEOGRAPHY	Same NTEE major group (P), nationwide + budget 0.67–1.5x revenue.

3,279 organizations qualified on sector, size, and geography → **2,000** within the band from the benchmarked peer set (closest by budget).

Distribution of comparable compensation



\$11,463	\$25,678	\$43,097	\$60,895	\$79,190	\$81,520
----------	----------	----------	----------	----------	----------



● 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 IA 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
Red Door Place Inc	NY	\$267,537	President	\$58,770	\$49,934	2023
Williamsburg Volleyball Club	VA	\$267,495	President	\$5,700	\$5,026	2024
The Court & Child Advocacy Group Inc	IN	\$267,472	Director	\$76,792	\$76,145	2023
Heart Gallery Of Broward County	FL	\$267,649	Executive Di	\$77,208	\$68,199	2023
Ladies In Power	CA	\$267,435	Ceo/director	\$13,333	\$10,826	2023
Vermont Aging Network Consortium Inc	VT	\$267,660	Coo/cfo	\$41,026	\$37,713	2024
Disabled American Veterans	MT	\$267,420	Adjutant	\$11,150	\$11,301	2023
Project Athena Foundation	AZ	\$267,730	Secretary	\$26,500	\$23,964	2023
Miracle Mile Community Practice	CA	\$267,307	Executive Dir.	\$77,000	\$60,725	2024
Mid-ohio Board For An	OH	\$267,250	Exec Dir	\$52,003	\$49,007	2025
Kaleidoscope Community Services Inc	WA	\$267,220	Executive Dir.	\$23,577	\$19,278	2024
Mississippians Against Human Trafficking	MS	\$267,157	Executive Director	\$50,000	\$52,361	2023
Military Spouse Jobs	FL	\$267,982	Director	\$37,600	\$32,260	2024
Shalom Tikvah Inc	MD	\$267,070	Board Chair	\$85,308	\$72,840	2024
Jackson Hole International	WY	\$268,048	Executive Di	\$46,608	\$45,581	2024
Educate Ya Inc	OR	\$267,011	Executive Dir.	\$61,944	\$52,537	2024
Beyond Survival	WA	\$268,091	Executive Di	\$46,304	\$36,886	2025

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Odc Foundation Inc	WI	\$266,992	President	\$7,800	\$7,440	2024
Grand Rapids Community Outreach	MI	\$268,141	President	\$80,503	\$73,932	2025
Laughing At My Nightmare Inc	PA	\$266,898	Vice Pres/treas/secrty	\$64,200	\$60,198	2023
Hope Restored Pregnancy Resource Center	LA	\$266,883	Executive Director	\$47,100	\$47,367	2024
Rahab's Daughters	IL	\$266,865	Executive Director	\$55,057	\$50,894	2023
My Joyful Heart	IL	\$266,757	Executive Director	\$33,000	\$30,505	2023
Orange County Walk To Remember	CA	\$268,345	Director	\$89,175	\$70,326	2024
Cross Outreach	IA	\$268,364	Executive Director	\$64,113	\$64,113	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to IA 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 IA 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	2000 organizations. Compensation range \$16–\$199,625; filing years 2021–2025.
SIZE BASIS	Matched on total revenue (\$267,546); for reference, expenses \$264,836 and assets \$71,929.
ROLE MATCH	Jennifer Kalina Upah, reported title " <i>EXECUTIVE DIRECTOR</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	143 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

OUTLIERS 40 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	91 st
Total compensation (D + F), as reported (no adjustments)	87 th
Reportable pay only (column D), adjusted	85 th
All sources (D + E + F), adjusted	85 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 (Jennifer Kalina Upah) 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 2000 similarly situated organizations (Same NTEE major group (P), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$81,520 is reasonable (approximately the 91st 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.