

View The Future Inc

Executive Director / CEO

This analysis benchmarks the total compensation of **Gretchen Dubie, Executive Director / CEO** (\$26,924) against **every comparable organization** that fit the selection criteria — **30** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **23rd** percentile of comparable organizations below the typical range for comparable organizations

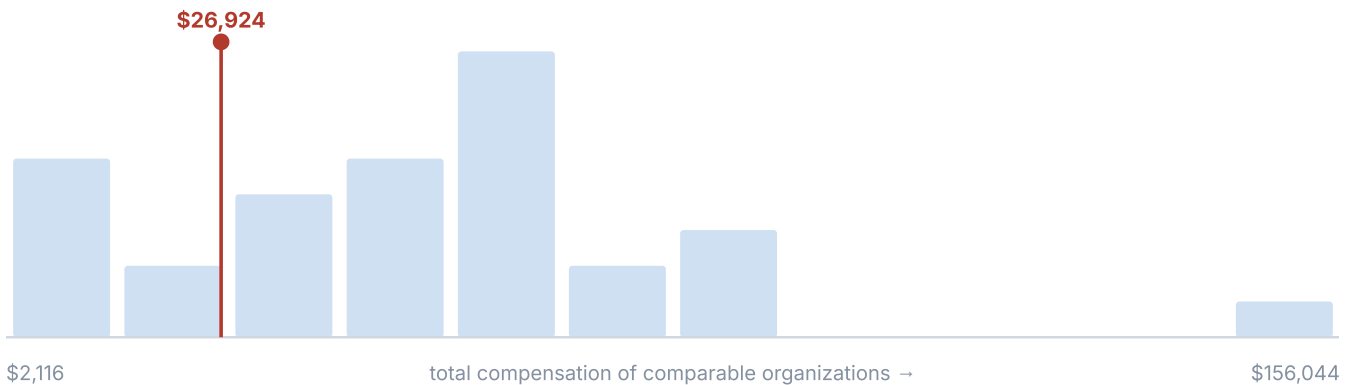
Benchmarked executive: Gretchen Dubie — reported title “EXECUTIVE DI”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (L41).
BUDGET	Total revenue between \$105,543 and \$236,292 — 0.67x to 1.50x the subject's \$157,528 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (L41), nationwide + budget 0.67–1.5x revenue.

30 organizations qualified on sector, size, and geography → **30** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$10,978	\$30,337	\$51,284	\$62,961	\$81,344	\$26,924
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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 OR 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
Friendship House	ME	\$156,400	Executive Dir.	\$54,860	\$59,154	2024
Family Promise Of Burlington County	NJ	\$160,669	Exec. Director	\$51,302	\$50,780	2023
Blessed Sarnelli Communityinc	PA	\$150,834	Director	\$10,844	\$11,645	2024
New Beginnings For Families Inc	MA	\$164,666	President, Ceo	\$40,437	\$38,121	2025
Shelters By Jesus	ME	\$144,543	Member	\$39,791	\$42,905	2024
Pals N Pets Inc	CA	\$170,910	Executive Dir.	\$76,085	\$72,836	2023
Marie Adelaide Center Inc	NJ	\$171,372	Vice Pres/di	\$66,000	\$63,455	2024
Number One Single Room Occupancy Hdgc	NY	\$174,179	Interim Ceo To 4/3/23 & Bd Director	\$36,280	\$36,345	2023
Minot Area Men's Winter Refuge	ND	\$138,088	Executive Director	\$71,000	\$83,902	2024
Mason County Housing Options For Students In Transition	WA	\$178,912	Executive Director	\$81,667	\$81,060	2023
Dignity First	ME	\$179,716	Executive Director	\$27,342	\$29,482	2024
My Sisters House Ministries Inc	KS	\$180,242	President	\$134,135	\$156,044	2024
Welcome House Inc	ND	\$187,335	Executive Dir.	\$50,846	\$60,086	2024
Lotus Community Project Inc	IA	\$125,909	Executive Di	\$41,956	\$49,468	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Northwoods Homeless Shelters Inc	WI	\$190,778	Executive Di	\$50,444	\$56,729	2024
Warriors Once Again	SC	\$194,138	Executive Di	\$17,040	\$19,143	2024
Florence House Housing Corp	ME	\$117,609	Interim President And Ceo	\$47,322	\$51,026	2024
Interfaith Family Services	NJ	\$114,881	Executive Di	\$63,946	\$61,480	2024
Free From Hardship La Inc	CA	\$201,115	Executive Director	\$5,197	\$4,976	2023
Emergency Housing And Advocacy	NJ	\$201,876	Executive Di	\$68,000	\$65,377	2024
The Shelter Inc	IN	\$202,582	Executive Director	\$1,810	\$2,116	2023
E S T H E R Homes Inc	MN	\$202,775	Executive Director	\$84,480	\$89,889	2024
Twin Cities Rescue Mission	CA	\$110,389	Executive Director	\$4,500	\$4,308	2023
Hh Cares Inc	KY	\$109,139	Executive Director	\$10,250	\$12,209	2023
Family Promise Of Lewis Clark Valley Inc	ID	\$206,175	Executive Dir.	\$58,000	\$66,440	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to OR 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 OR 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 30 organizations. Compensation range \$2,116–\$156,044; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$157,528); for reference, expenses \$43,193 and assets \$575,693. **Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.**

ROLE MATCH	Gretchen Dubie, reported title " <i>EXECUTIVE DI</i> ", 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.
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	23 rd
Total compensation (D + F), as reported (no adjustments)	23 rd
Reportable pay only (column D), adjusted	33 rd
All sources (D + E + F), adjusted	23 rd

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 (Gretchen Dubie) 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 30 similarly situated organizations (Same NTEE sector (L41), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$26,924 is reasonable (approximately the 23rd 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.