

About Progress Not Perfection

This analysis benchmarks the total compensation of **Julie Hubbs, Executive Director / CEO** (\$82,800) against **every comparable organization** that fit the selection criteria — **40** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **73rd** percentile of comparable organizations within the typical range

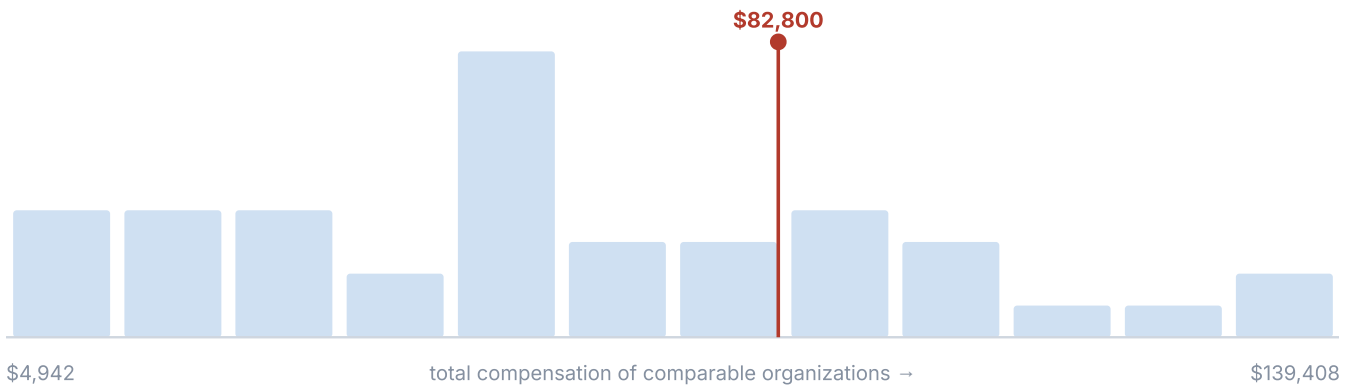
Benchmarked executive: Julie Hubbs — reported title “Executive Director”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (F60).
BUDGET	Total revenue between \$103,749 and \$232,275 — 0.67x to 1.50x the subject's \$154,850 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (F60), nationwide + budget 0.67–1.5x revenue.

40 organizations qualified on sector, size, and geography → **40** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$18,699	\$28,431	\$57,007	\$84,902	\$100,500	\$82,800
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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 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
Shelter Of Wisdom	HI	\$157,678	Vp/director	\$32,400	\$33,593	2024
Sims Training And Wellness Center	NC	\$157,833	Sims	\$47,640	\$58,690	2023
Open Doors Outdoors	CT	\$151,681	President	\$70,000	\$78,253	2023
Magdalene's Inc	FL	\$151,355	Executive Di	\$49,891	\$54,278	2024
North Cherry Creek Counseling Center	CO	\$159,406	Vice President	\$86,398	\$95,941	2024
Watershed Ministries Inc	NC	\$164,101	Executive Di	\$24,000	\$28,718	2024
Life Skills International Inc	TX	\$145,284	President Ceo	\$45,500	\$54,266	2023
Bennie's Barn Inc	OK	\$165,068	Executive Director	\$21,000	\$27,570	2023
Law Enforcement Chaplaincy Service	CA	\$143,149	Executive Dir.	\$60,000	\$60,000	2024
Ten Ten Life Inc	VA	\$142,516	Board Member At Large	\$21,750	\$23,693	2025
Mft Worldwide Inc	FL	\$141,597	Director	\$10,800	\$11,750	2024
Avenue Resource Inc	CA	\$139,195	President	\$80,000	\$80,000	2024
Children Are A Gift Foundation	TX	\$171,045	Former Exec Dir	\$13,063	\$15,133	2024
Counselors Obediently Preventing Substance Abuse	MO	\$175,949	Exeuctive Director	\$21,675	\$27,371	2023
Dustins Place Inc	IN	\$131,983	Executive Director	\$44,000	\$55,323	2023
On Our Own Of Anne Arundel County	MD	\$179,302	Executive Di	\$56,780	\$63,291	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Serenity Life Resource Center Inc	MO	\$179,638	Executive Director	\$70,920	\$86,989	2024
Childrens Grief Center Of The	MI	\$184,323	Executive Dir.	\$67,000	\$82,453	2023
Kentucky Center For Grieving Children And Families Inc	KY	\$125,230	Executive Director	\$79,833	\$99,328	2024
Restoried Life	SC	\$120,599	Member	\$60,000	\$70,620	2025
Turning Everything Around	NC	\$113,970	President	\$15,500	\$19,095	2023
The Childrens Treehouse Foundation	CO	\$196,554	Executive Director	\$100,000	\$111,045	2024
Samaritan Counseling Center	NY	\$110,406	Executive Di	\$48,651	\$50,912	2024
Angels Of Mercy Inc	NY	\$200,555	President	\$48,925	\$51,198	2024
Chicago Veterans	IL	\$204,484	Executive Director	\$84,761	\$96,502	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CA 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 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.

● Sample, role match & sensitivity

PEER COUNT 40 organizations. Compensation range \$4,942–\$139,408; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$154,850); for reference, expenses \$156,945 and assets \$152,755.

ROLE MATCH Julie Hubbs, reported title "*Executive Director*", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY 1 peer report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

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

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	73 rd
Total compensation (D + F), as reported (no adjustments)	83 rd
Reportable pay only (column D), adjusted	75 th
All sources (D + E + F), adjusted	70 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 (Julie Hubbs) 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 40 similarly situated organizations (Same NTEE sector (F60), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$82,800 is reasonable (approximately the 73rd 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.