

Bay City News Foundation

Executive Director / CEO

This analysis benchmarks the total compensation of **Katherine Rowlands, Executive Director / CEO** (\$20,000) against **every comparable organization** that fit the selection criteria — **49** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 4th percentile of comparable organizations

below the typical range for comparable organizations

Benchmarked executive: Katherine Rowlands — 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 (A33).

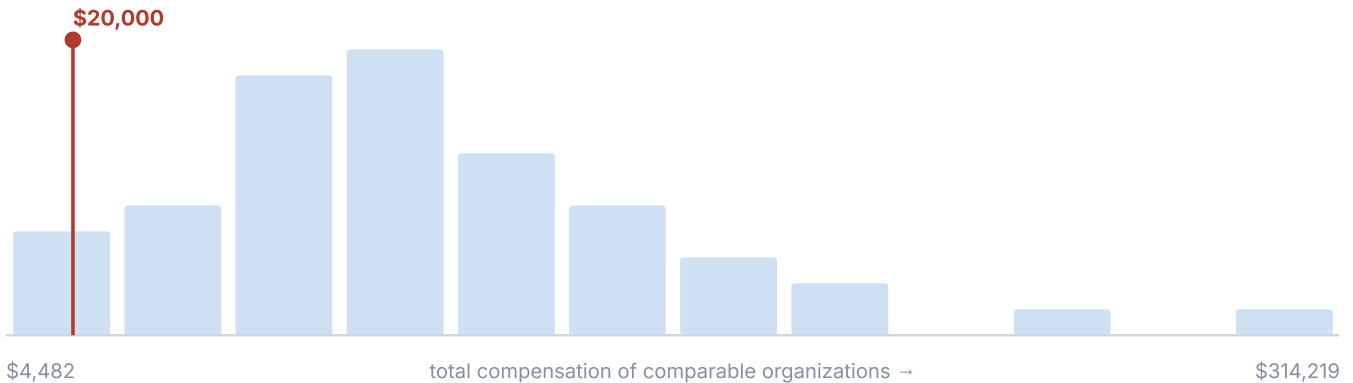
BUDGET Total revenue between \$330,650 and \$740,262 — 0.67x to 1.50x the subject's \$493,508 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (A33), nationwide + budget 0.67–1.5x revenue.

49 organizations qualified on sector, size, and geography

→ **49** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$32,201

\$66,450

\$91,114

\$131,074

\$167,033

\$20,000



■ 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
Aspen Journalism	CO	\$494,180	Executive Director	\$97,460	\$111,422	2023
Journal Of Consumer Research Inc	IL	\$492,011	Secretary	\$127,013	\$144,607	2024
America's Survival Inc	MD	\$489,252	President	\$4,250	\$4,482	2025
A Public Space Literary Projects Inc	NY	\$500,626	Executive Director	\$130,000	\$140,059	2023
Firecracker Forum Inc	CA	\$501,846	President	\$160,025	\$164,752	2023
New Mexico In Depth Inc	NM	\$481,940	Director	\$85,000	\$109,002	2023
Restless Books Inc	MA	\$506,393	Director And Publisher	\$85,000	\$91,070	2023
Students Publishing Co Inc	IL	\$480,101	General Manager	\$103,500	\$117,837	2024
The Ipswich Local News Inc	MA	\$480,015	President & Director	\$51,912	\$55,618	2023
Real News Project Inc	NY	\$475,910	President	\$155,000	\$162,203	2024
The Library Of American Landscape	MA	\$470,525	Executive Dir.	\$128,322	\$133,540	2024
Daily Nebraskan	NE	\$466,249	General Manager	\$92,265	\$111,961	2025
Annals Of Family Medicine Inc	KS	\$524,500	Director	\$75,030	\$93,871	2024
Campus Communications Inc	FL	\$528,422	Presidentgeneral Manager	\$62,696	\$66,450	2025
Undercurrent Inc	CA	\$454,388	President	\$88,500	\$91,114	2023
Legion For The Survival Of Freedom Inc	CA	\$539,233	President	\$22,050	\$22,050	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Adventist Forum	CA	\$446,626	Exec Editor	\$60,100	\$61,875	2023
Echo Publishing	MI	\$439,510	Vice Preside	\$48,000	\$57,376	2024
Primary Information Inc	NY	\$439,309	Executive Director	\$93,649	\$98,001	2024
Zyzyva Inc	CA	\$435,626	Executive Director	\$131,074	\$131,074	2024
Simpson Street Free Press Inc	WI	\$434,818	Executive Director	\$82,414	\$102,620	2023
Allegheny Institute For Public Policy	PA	\$554,376	Executive Director	\$176,289	\$203,591	2024
Independent Coast Observer Community News	CA	\$555,254	Editor Publisher	\$32,281	\$32,281	2024
Carolina Public Press Inc	NC	\$560,505	Interim Exec Dir (Term 11/24)	\$95,023	\$113,704	2024
Benitolink Inc	CA	\$424,646	Executive Dir.	\$66,560	\$66,560	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 49 organizations. Compensation range \$4,482–\$314,219; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$493,508); for reference, expenses \$526,548 and assets \$20,675.

ROLE MATCH Katherine Rowlands, 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.

OUTLIERS 2 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	4 th
Total compensation (D + F), as reported (no adjustments)	4 th
Reportable pay only (column D), adjusted	6 th
All sources (D + E + F), adjusted	4 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 (Katherine Rowlands) 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 49 similarly situated organizations (Same NTEE sector (A33), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$20,000 is reasonable (approximately the 4th 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.