

Granite State News Collaborative

Executive Director / CEO

EIN 883783560

NH · NTEE A30

FY ending 2024-12-31

June 10, 2026

This analysis benchmarks the total compensation of **Melanie Plenda, Executive Director / CEO** (\$40,831) against **every comparable organization** that fit the selection criteria — **60** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **18th** percentile of comparable organizations below the typical range for comparable organizations

Benchmarked executive: Melanie Plenda — 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 (A30).

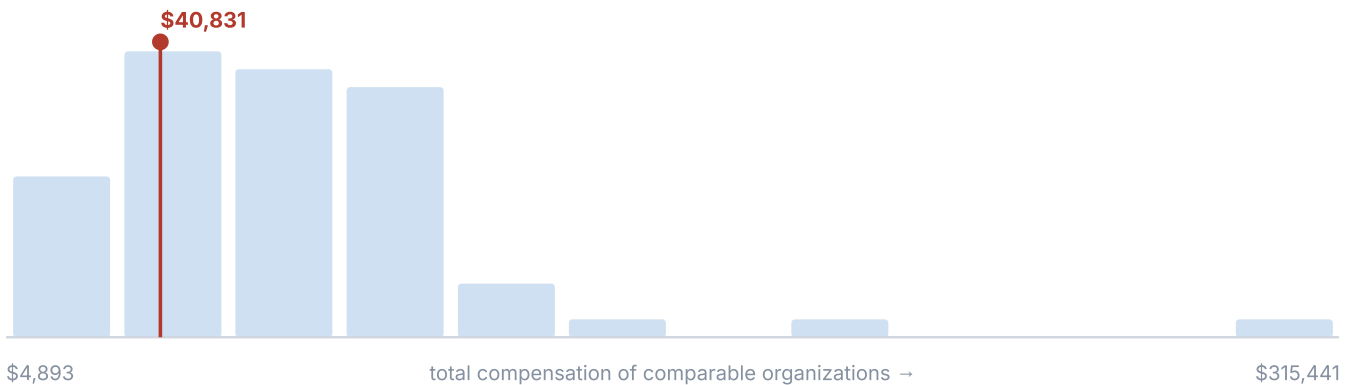
BUDGET Total revenue between \$202,721 and \$453,853 — 0.67x to 1.50x the subject's \$302,569 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (A30), nationwide + budget 0.67–1.5x revenue.

60 organizations qualified on sector, size, and geography

→ **60** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$24,911	\$44,281	\$62,344	\$91,755	\$101,348	\$40,831
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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 NH 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
Unicorn Riot	MN	\$303,413	Board Chair	\$79,712	\$85,302	2024
Lion Speaks	OR	\$304,834	Executive Director	\$71,700	\$72,111	2024
Action Youth Media Incorporated	MD	\$304,953	Executive Director	\$83,540	\$87,083	2023
Massachusetts Media Fund Inc	MA	\$306,429	Director	\$42,800	\$41,653	2024
The Record Community News Group	IL	\$298,634	Treasurer	\$86,961	\$92,588	2024
Rightside Holdings Inc	AL	\$306,646	President	\$108,750	\$130,996	2023
Rattapallax Inc	NY	\$307,210	President	\$43,000	\$42,081	2024
Arizona Center For Investigative Reporting	AZ	\$307,633	Executive Director And Editor	\$75,000	\$80,423	2023
Southwest Washington Lulac Foundation	WA	\$308,504	Executive Director	\$95,220	\$92,327	2024
Northeast Access Committee	VT	\$310,435	Director	\$43,373	\$48,676	2023
Microbetv Inc	NY	\$312,135	President	\$72,000	\$70,461	2024
Cicero Independiente Nfp	IL	\$292,904	President	\$60,000	\$65,769	2023
5 Stone Media	MN	\$291,829	Executive Dir.	\$84,932	\$90,888	2024
Kiowa County Ks Media Center	KS	\$288,920	Creative Director	\$52,134	\$60,997	2024
Explorer's Bible Study Association	TN	\$317,344	Executive Di	\$84,677	\$96,394	2024
Northeast Florida Journalism Collective Inc	FL	\$317,553	Editor	\$120,450	\$126,165	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
The Jolt News Organization	WA	\$319,113	Executive Director	\$59,891	\$58,071	2024
Foothills Forum	VA	\$321,622	Executive Director	\$51,875	\$54,245	2024
Just Facts Inc	TX	\$282,819	President	\$133,322	\$144,432	2024
The Ithaca Voice Inc	NY	\$323,167	Executive Director	\$60,000	\$58,717	2024
Feet In 2 Worlds Inc	NY	\$281,470	President	\$38,640	\$37,814	2024
Asian American Media Inc	CA	\$280,899	President	\$99,512	\$93,061	2024
Plaza Media Arts Center Inc	NY	\$326,304	Executive Dir.	\$100,769	\$98,615	2024
Red Media Inc	NM	\$332,453	Program Director	\$44,150	\$52,946	2023
Fraser Valley Community Media Inc	CO	\$271,734	Executive Director	\$43,000	\$44,654	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to NH 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 NH 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	60 organizations. Compensation range \$4,893–\$315,441; filing years 2023–2024.
SIZE BASIS	Matched on total revenue (\$302,569); for reference, expenses \$148,249 and assets \$155,473. Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.
ROLE MATCH	Melanie Plenda, reported title <i>"Executive Director"</i> , 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	18 th
Total compensation (D + F), as reported (no adjustments)	20 th
Reportable pay only (column D), adjusted	20 th
All sources (D + E + F), adjusted	18 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 (Melanie Plenda) 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 10, 2026, comparing compensation against 60 similarly situated organizations (Same NTEE sector (A30), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$40,831 is reasonable (approximately the 18th 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 10, 2026.