

Focus Press Inc

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Will Harrub, Executive Director / CEO** (\$28,000) against **every comparable organization** that fit the selection criteria — **50** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **28th** percentile of comparable organizations within the typical range

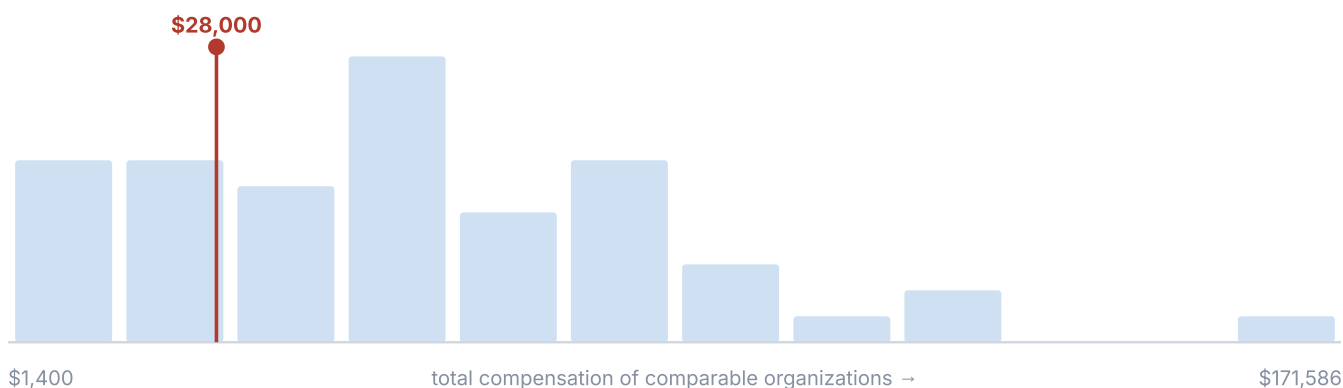
Benchmarked executive: Will Harrub — reported title “EMPLOYEE”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (A33).
BUDGET	Total revenue between \$163,013 and \$364,956 — 0.67x to 1.50x the subject's \$243,304 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (A33), nationwide + budget 0.67–1.5x revenue.

50 organizations qualified on sector, size, and geography → **50** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$11,560	\$26,134	\$50,751	\$73,196	\$93,989	\$28,000
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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 TN 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
Anyone Corporation	NY	\$239,192	Vp & Treasurer	\$30,000	\$25,050	2024
Rain Taxi Inc	MN	\$238,044	Executive Director	\$45,958	\$43,202	2023
Republic Of Letters	WA	\$236,809	President, Publisher, Editor	\$67,750	\$56,050	2024
Evangelical Press Association Inc	AZ	\$235,359	Executive Director	\$83,936	\$72,670	2025
The Land Cle	OH	\$234,577	Executive Director	\$79,000	\$77,319	2024
Bibliographical Society Of America	NY	\$254,548	Executive Director	\$84,584	\$70,628	2024
The Observer	IN	\$227,989	Editor-in-chief	\$5,396	\$5,414	2023
The Massachusetts Review Inc	MA	\$262,636	Managing Editor	\$36,864	\$31,515	2023
Reconciliation An Intl Network Of Churches And	PA	\$262,893	President	\$12,500	\$11,518	2024
Gospel Tract Society Inc	MO	\$263,217	President	\$49,879	\$50,259	2023
Dzanc Books Inc	MI	\$217,668	Editor-in-chief	\$50,000	\$49,098	2023
Sustainability Institute Inc	VT	\$216,115	Co-director	\$87,245	\$83,542	2023
Oklahoma Media Center Inc	OK	\$272,439	Executive Dir	\$94,344	\$95,996	2024
Inlandia Institute Inc	CA	\$213,419	Executive Director	\$64,220	\$51,243	2024
Superstars Writing	CO	\$212,953	Member	\$24,570	\$22,413	2023
Targum Publishing Company	NJ	\$209,199	Editor In Chief - Member	\$10,226	\$8,437	2024
American Heritage Education Foundation Inc	TX	\$278,273	President	\$64,011	\$57,643	2025

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
The Denver Homeless Voice	CO	\$201,906	Executive Director	\$56,375	\$51,427	2023
Bellevue Literary Review Inc	NY	\$284,941	Executive Dir.	\$39,600	\$33,066	2024
Fellowship For Intentional Community Inc	MO	\$200,800	Manager	\$19,462	\$19,048	2024
Dignity Usa Inc	MA	\$288,091	Executive Di	\$112,921	\$93,766	2024
Ashland News	OR	\$295,181	Executive Editor	\$54,600	\$48,238	2023
Latin American Perspectives Inc	CA	\$190,599	Vice President	\$19,875	\$15,859	2024
Spectator Publishing Company Inc	NY	\$296,078	Editor In Chief	\$4,250	\$3,549	2024
The Io Foundation	WI	\$296,207	Secretary/ed	\$90,687	\$85,262	2025

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to TN cost of living and 2023 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 TN 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	50 organizations. Compensation range \$1,400–\$171,586; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$243,304); for reference, expenses \$222,096 and assets \$46,270.
ROLE MATCH	Will Harrub, reported title <i>"EMPLOYEE"</i> , benchmarked as Executive Director / CEO. Selected as the organization's highest-paid individual without an exact title match — the board should confirm this is a comparable role.
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	28 th
Total compensation (D + F), as reported (no adjustments)	24 th
Reportable pay only (column D), adjusted	28 th
All sources (D + E + F), adjusted	28 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 (Will Harrub) 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 50 similarly situated organizations (Same NTEE sector (A33), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$28,000 is reasonable (approximately the 28th 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.