

# Foundation Executive Compensation Report 2019

**TCS** Total Compensation Solutions  
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# **2019 FOUNDATION EXECUTIVE COMPENSATION REPORT**

**Data Effective: January 1, 2019  
Data Published: December 2019**

**Number of Foundations: 826  
Number of Job Titles: 26  
Number of Employees Reported: 2,324**

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## **I. EXECUTIVE SUMMARY**

## **Introduction**

Welcome to the second edition of Total Compensation Solutions' (TCS) *Foundation Executive Compensation Report*. TCS has been publishing a not-for-profit compensation survey for the last 16 years and during that time we observed that foundation executive compensation was not typical of what we saw in the general not-for-profit sector. Therefore, we decided to create a foundation executive compensation report using the format that we have developed for our not-for-profit survey. The *2019 Foundation Executive Compensation Report* gathers and reports compensation data on 26 executive and director-level positions found in 826 not-for-profit foundations.

In this report, we looked at the various compensation elements reported in IRS Form 990: base salary, bonus, other income, retirement, non-taxable benefits and from those elements looked at total cash compensation (base salary plus annual bonus) and total remuneration (total cash compensation plus retirement, non-taxable benefits and other income) for each job title. We collected this data to capture a total rewards picture for foundation executives in the not-for-profit sector. We are confident that you will find this report to be a valuable resource for evaluating compensation in the competitive market for foundations.

As TCS mentioned in our first edition of this report, the most relevant item in the 2017 tax cut bill that affects the not-for-profit sector is a 21% excise tax on compensation over one million dollars to top executives. This element of the tax bill will directly affect top foundation executives given the level of compensation paid in larger institutions.

At this moment, the unemployment rate is 3.5% which, in theory, indicates a tight job market which should put pressure on wages to rise. Therefore, it is vital that organizations have an awareness of the competitive external market to help retain high performing employees and attract qualified job candidates.

**Introduction - continued**

TCS looks at the compensation elements that are relevant to successful management of executive pay programs at Foundations. They are the following:

- Base Salary
- Total Cash Compensation (Base Salary plus Bonus)
- Total Remuneration (TCC plus Retirement, Benefits & Other Income).

There are also significant differences in pay practices dependent upon three factors:

- Geographic location,
- Revenue size, and
- Assets size

This report is designed to address the primary topics listed above as well as the differentiating factors. All of these topics and factors have an impact on compensation plans among not-for-profit Foundations. By completing this research and a study of the factors impacting compensation, TCS can help not-for-profit foundations explain and justify their compensation policies and practices.

This report was conducted using rigid standards and methods developed by TCS. We gathered data using publicly filed documents and incorporated that information into the database with appropriate adjustments for effective date and job matching criteria.

TCS uses statistical process control for all of our surveys. This is a process for: compiling data; screening data; preparing micro- and macro-reports that allow survey analysts to review single organization data, for match quality and consistency of pay practices as well as reports that compare all organizations' response on similar positions. The result is a comprehensive database which TCS uses to prepare the final report and ensure its accuracy.

**Introduction - continued**

This report is divided into three sections as described below:

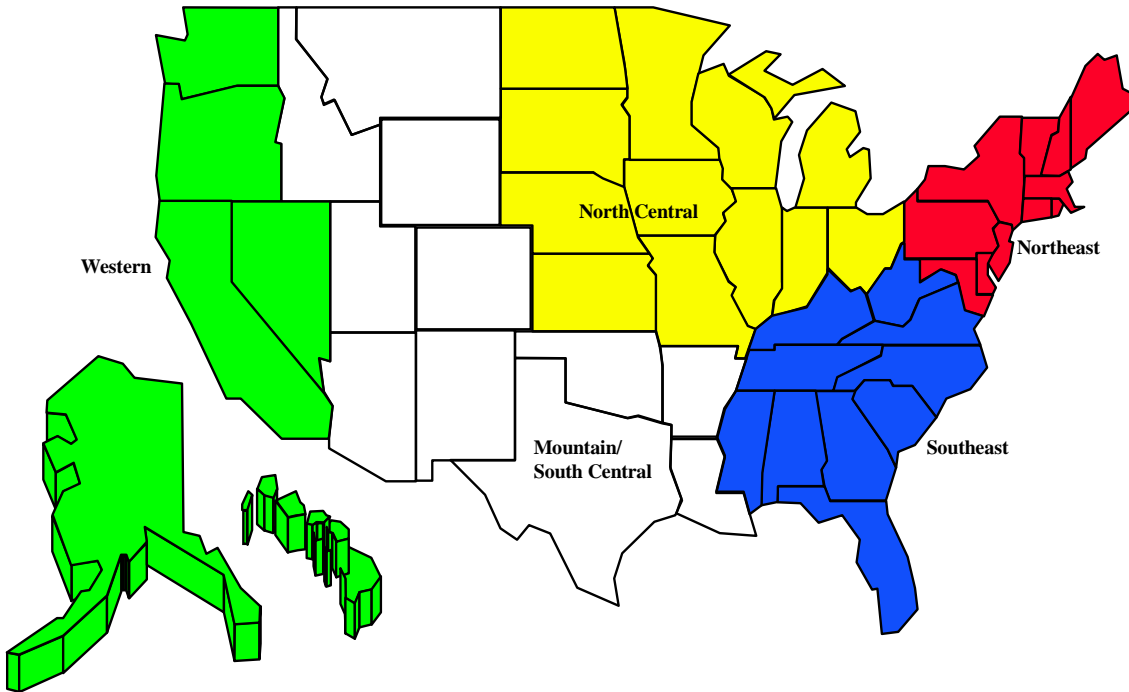
Section I	Executive Summary	Provides an introduction of the report and its overall objective to present an alternative source of data for not-for-profit Foundations, our methodology, foundation demographics and key findings.
Section II	Compensation Analysis	Reports compensation data effective as of <u>January 1, 2019</u> for 26 job titles based on national, geographic location, and revenue size groupings.
Section III	Reference	Defines and explains terms used in this report, provides technical notes on report use and geographic breakdowns.

TCS is pleased to present this report on compensation and practices to the not-for-profit foundations. We believe that this report provides an accurate assessment of pay practices among not-for-profit foundations.

If you have any questions on this report or would like to provide additional feedback on this survey, please call our offices at (914) 730-7300 or email your questions to Tom Bailey [tbailey@total-comp.com](mailto:tbailey@total-comp.com)

**Demographics of Foundations in the Report**

**Geographic Breakdown of Foundations in the Report**

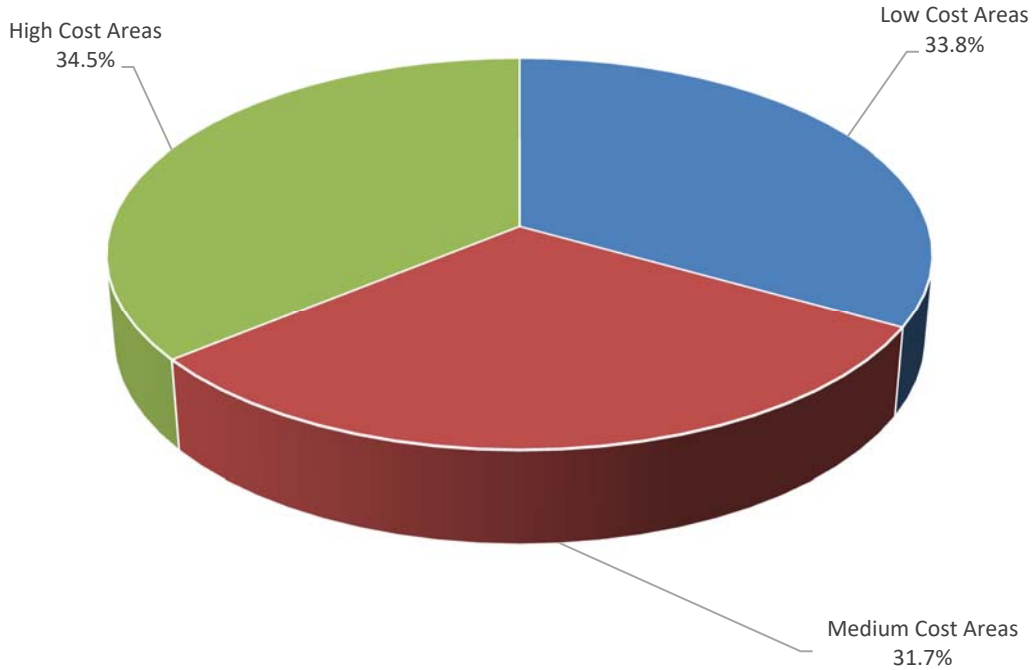


Region	Number	Percentage
Northeast	231	28.0%
Southeast	152	18.4%
North Central	158	19.1%
Mountain/South Central	124	15.0%
Western	161	19.5%
<b>Total</b>	<b>826</b>	<b>100.0%</b>



**Demographics of Foundations - continued**

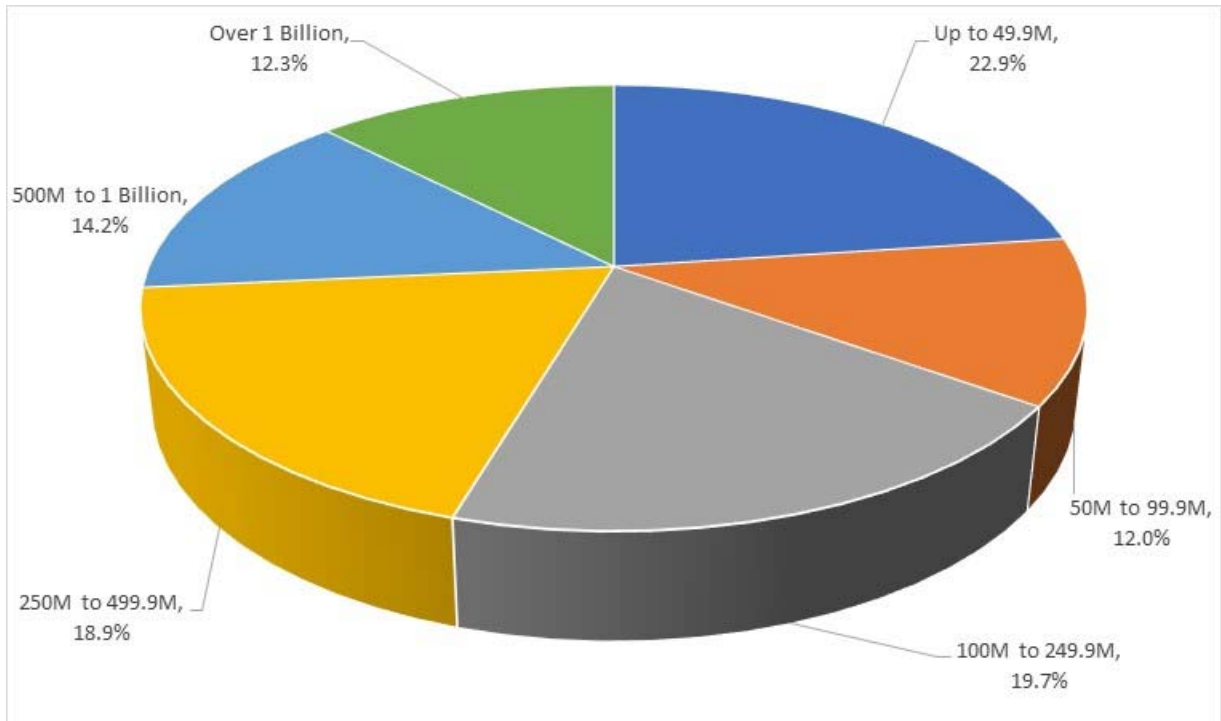
**Cost of Labor Areas Breakdown of Foundations in Report**



Description	Number of Orgs.	Percent
High Cost of Labor Areas	285	34.5%
Medium Cost of Labor Areas	262	31.7%
Low Cost of Labor Areas	279	33.8%
<b>Total</b>	<b>826</b>	<b>100.0%</b>

**Demographics of Foundations – continued**

**Asset Size Breakdown of Foundations in Report**



Assets	Number of Cos.	Percent
Up to \$49.9 Million	189	22.9%
\$50 Million to \$99.9 Million	99	12.0%
\$100 Million to \$249.9 Million	163	19.7%
\$250 Million to \$499.9 Million	156	18.9%
\$500 Million to \$1 Billion	117	14.2%
Over \$1 Billion	102	12.3%
<b>Total</b>	<b>826</b>	<b>100.0%</b>

**0080 Chief Financial Executive**

<b>Finance Data:</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Wtd Avg.</b>	<b>Avg.</b>	<b>25th Ptile</b>	<b>50th Ptile</b>	<b>75th Ptile</b>
Revenue (\$000,000s)	290	290	358.4	358.4	27.5	48.0	119.3
<b>All Companies - National</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Wtd Avg.</b>	<b>Avg.</b>	<b>25th Ptile</b>	<b>50th Ptile</b>	<b>75th Ptile</b>
Annual Base Salary (\$000s)	290	290	231.0	231.0	156.8	201.7	262.3
Actual Bonus %	117	117	16.9	16.9	4.7	11.9	20.7
Actual Bonus Paid (\$000s)	117	117	51.2	51.2	9.0	24.2	45.0
Total Cash Compensation (TCC) (\$000s)	290	290	251.7	251.7	169.5	210.4	282.3
Other Income (\$000s)	104	104	13.4	13.4	0.8	3.0	13.1
Retirement (\$000s)	247	247	23.8	23.8	8.2	15.9	26.3
Non-taxable Benefits (\$000s)	260	260	18.6	18.6	9.5	17.1	24.5
Total Remuneration (\$000s)	290	290	293.4	293.4	196.8	245.4	321.6
<b>High Cost Areas (110% and Above of National Avg.)</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Wtd Avg.</b>	<b>Avg.</b>	<b>25th Ptile</b>	<b>50th Ptile</b>	<b>75th Ptile</b>
<b>Revenue (\$000,000s)</b>	102	102	702.5	702.5	32.5	53.8	133.2
Annual Base Salary (\$000s)	102	102	261.2	261.2	183.9	235.4	291.5
Actual Bonus %	39	39	18.2	18.2	4.2	8.8	20.4
Actual Bonus Paid (\$000s)	39	39	73.5	73.5	9.5	15.0	46.7
Total Cash Compensation (TCC) (\$000s)	102	102	289.3	289.3	191.9	246.1	310.8
Other Income (\$000s)	34	34	19.3	19.3	0.9	3.3	12.5
Retirement (\$000s)	90	90	28.7	28.7	7.0	13.5	27.8
Non-taxable Benefits (\$000s)	95	95	20.6	20.6	9.5	17.1	28.0
Total Remuneration (\$000s)	102	102	340.2	340.2	216.5	279.6	375.3
<b>Medium Cost Areas (100% to 109.9% of National Avg.)</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Wtd Avg.</b>	<b>Avg.</b>	<b>25th Ptile</b>	<b>50th Ptile</b>	<b>75th Ptile</b>
<b>Revenue (\$000,000s)</b>	96	96	132.8	132.8	27.8	45.4	115.3
Annual Base Salary (\$000s)	96	96	215.9	215.9	158.2	195.1	246.4
Actual Bonus %	31	31	17.1	17.1	3.2	12.2	23.0
Actual Bonus Paid (\$000s)	31	31	46.7	46.7	6.4	27.5	54.6
Total Cash Compensation (TCC) (\$000s)	96	96	231.0	231.0	170.5	200.3	259.7
Other Income (\$000s)	33	33	8.1	8.1	1.0	2.9	13.4
Retirement (\$000s)	78	78	18.3	18.3	7.8	13.6	22.3
Non-taxable Benefits (\$000s)	83	83	17.6	17.6	8.4	17.3	24.5
Total Remuneration (\$000s)	96	96	263.9	263.9	193.3	233.7	302.5
<b>Low Cost Areas (Below 100% of National Avg.)</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Wtd Avg.</b>	<b>Avg.</b>	<b>25th Ptile</b>	<b>50th Ptile</b>	<b>75th Ptile</b>
<b>Revenue (\$000,000s)</b>	92	92	212.2	212.2	24.2	45.1	104.8
Annual Base Salary (\$000s)	92	92	213.4	213.4	145.1	181.3	220.5
Actual Bonus %	47	47	15.7	15.7	7.0	12.2	17.2
Actual Bonus Paid (\$000s)	47	47	35.7	35.7	10.4	24.2	39.9
Total Cash Compensation (TCC) (\$000s)	92	92	231.6	231.6	151.3	186.3	253.9
Other Income (\$000s)	37	37	12.7	12.7	0.7	4.6	12.0
Retirement (\$000s)	79	79	23.7	23.7	11.9	17.8	25.8
Non-taxable Benefits (\$000s)	82	82	17.2	17.2	10.7	16.8	21.9
Total Remuneration (\$000s)	92	92	272.4	272.4	175.5	221.6	296.3

**0080 Chief Financial Executive**

	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
<b>Revenue: Over \$1 Billion</b>							
Revenue (\$000,000s)	6	6	12,340.5	12,340.5	1,700.0	4,089.8	8,407.0
Annual Base Salary (\$000s)	6	6	691.3	691.3	430.8	553.9	831.8
Total Cash Compensation (TCC) (\$000s)	6	6	1,010.0	1,010.0	562.7	624.5	1,298.9
Retirement (\$000s)	6	6	192.0	192.0	38.4	52.7	117.5
Non-taxable Benefits (\$000s)	5	5	26.6	26.6	20.4	20.5	24.1
Total Remuneration (\$000s)	6	6	1,314.5	1,314.5	666.7	764.4	1,485.1
<b>Revenue: \$500M to \$1 Billion</b>							
Revenue (\$000,000s)	12	12	623.0	623.0	522.5	568.4	692.1
Annual Base Salary (\$000s)	12	12	346.1	346.1	235.7	331.4	439.0
Total Cash Compensation (TCC) (\$000s)	12	12	376.1	376.1	281.9	352.7	465.1
Retirement (\$000s)	12	12	36.9	36.9	20.1	33.8	45.1
Non-taxable Benefits (\$000s)	12	12	27.2	27.2	20.4	24.8	38.3
Total Remuneration (\$000s)	12	12	449.5	449.5	315.7	457.2	552.5
<b>Revenue: \$250M to \$499.9M</b>							
Revenue (\$000,000s)	21	21	351.2	351.2	297.2	357.9	413.6
Annual Base Salary (\$000s)	21	21	303.1	303.1	221.7	285.5	365.7
Total Cash Compensation (TCC) (\$000s)	21	21	344.1	344.1	259.8	295.3	457.0
Retirement (\$000s)	21	21	29.5	29.5	12.4	21.2	36.0
Non-taxable Benefits (\$000s)	21	21	23.1	23.1	15.5	23.6	29.4
Total Remuneration (\$000s)	21	21	400.6	400.6	305.5	363.4	481.9
<b>Revenue: \$100M to \$249.9M</b>							
Revenue (\$000,000s)	41	41	151.8	151.8	121.4	137.1	181.3
Annual Base Salary (\$000s)	41	41	245.3	245.3	179.8	231.5	292.0
Total Cash Compensation (TCC) (\$000s)	41	41	269.3	269.3	180.3	256.1	326.8
Retirement (\$000s)	36	36	25.3	25.3	13.0	21.3	31.6
Non-taxable Benefits (\$000s)	38	38	17.6	17.6	11.0	15.0	22.8
Total Remuneration (\$000s)	41	41	310.4	310.4	203.4	292.6	378.4
<b>Revenue: \$50M to \$99.9M</b>							
Revenue (\$000,000s)	64	64	72.3	72.3	56.8	70.8	86.9
Annual Base Salary (\$000s)	64	64	225.2	225.2	181.4	210.3	255.0
Total Cash Compensation (TCC) (\$000s)	64	64	232.3	232.3	184.3	214.1	262.1
Retirement (\$000s)	55	55	18.3	18.3	9.7	17.2	23.4
Non-taxable Benefits (\$000s)	58	58	16.0	16.0	8.6	16.2	21.8
Total Remuneration (\$000s)	64	64	264.7	264.7	218.7	247.0	302.2
<b>Revenue: Up to \$49.9 M</b>							
Revenue (\$000,000s)	146	146	28.7	28.7	20.6	27.5	37.0
Annual Base Salary (\$000s)	146	146	190.9	190.9	147.8	182.2	216.7
Total Cash Compensation (TCC) (\$000s)	146	146	200.6	200.6	152.0	187.4	231.4
Retirement (\$000s)	117	117	15.0	15.0	6.8	12.0	18.7
Non-taxable Benefits (\$000s)	126	126	18.1	18.1	8.9	16.1	25.0
Total Remuneration (\$000s)	146	146	231.1	231.1	172.9	216.2	270.9

**0080 Chief Financial Executive**

<b>Assets: Over \$1 Billion</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Wtd Avg.</b>	<b>Avg.</b>	<b>25th Ptile</b>	<b>50th Ptile</b>	<b>75th Ptile</b>
<b>Assets (\$000,000s)</b>	39	39	4,535.7	4,535.7	1,562.1	2,117.1	3,556.9
Annual Base Salary (\$000s)	39	39	365.7	365.7	227.9	330.4	414.7
Total Cash Compensation (TCC) (\$000s)	39	39	428.1	428.1	261.0	330.4	454.9
Retirement (\$000s)	37	37	56.5	56.5	17.1	26.8	44.1
Non-taxable Benefits (\$000s)	38	38	23.9	23.9	13.9	23.6	31.1
Total Remuneration (\$000s)	39	39	522.8	522.8	307.2	400.4	504.8
<b>Assets: \$500M to \$1 Billion</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Wtd Avg.</b>	<b>Avg.</b>	<b>25th Ptile</b>	<b>50th Ptile</b>	<b>75th Ptile</b>
<b>Assets (\$000,000s)</b>	54	54	696.3	696.3	549.7	685.9	805.0
Annual Base Salary (\$000s)	54	54	247.1	247.1	183.5	216.5	272.8
Total Cash Compensation (TCC) (\$000s)	54	54	262.0	262.0	190.1	217.4	291.1
Retirement (\$000s)	49	49	23.8	23.8	13.6	21.2	30.8
Non-taxable Benefits (\$000s)	51	51	22.1	22.1	12.5	20.1	28.8
Total Remuneration (\$000s)	54	54	306.5	306.5	227.1	270.6	346.1
<b>Assets: \$250M to \$499.9M</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Wtd Avg.</b>	<b>Avg.</b>	<b>25th Ptile</b>	<b>50th Ptile</b>	<b>75th Ptile</b>
<b>Assets (\$000,000s)</b>	61	61	364.1	364.1	323.0	368.0	421.2
Annual Base Salary (\$000s)	61	61	206.7	206.7	155.1	192.5	231.5
Total Cash Compensation (TCC) (\$000s)	61	61	217.3	217.3	159.4	196.2	256.1
Retirement (\$000s)	57	57	18.4	18.4	11.0	15.9	25.5
Non-taxable Benefits (\$000s)	57	57	16.4	16.4	9.5	13.9	21.4
Total Remuneration (\$000s)	61	61	251.8	251.8	199.2	230.2	284.2
<b>Assets: \$100M to \$249.9M</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Wtd Avg.</b>	<b>Avg.</b>	<b>25th Ptile</b>	<b>50th Ptile</b>	<b>75th Ptile</b>
<b>Assets (\$000,000s)</b>	53	53	177.0	177.0	143.4	187.4	210.1
Annual Base Salary (\$000s)	53	53	192.9	192.9	145.6	167.1	231.2
Total Cash Compensation (TCC) (\$000s)	53	53	212.6	212.6	148.8	182.0	241.5
Retirement (\$000s)	45	45	18.5	18.5	6.8	12.8	19.4
Non-taxable Benefits (\$000s)	48	48	14.7	14.7	7.8	13.8	21.5
Total Remuneration (\$000s)	53	53	245.9	245.9	171.4	211.9	276.4
<b>Assets: \$50M to \$99.9M</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Wtd Avg.</b>	<b>Avg.</b>	<b>25th Ptile</b>	<b>50th Ptile</b>	<b>75th Ptile</b>
<b>Assets (\$000,000s)</b>	26	26	69.3	69.3	57.6	67.0	79.5
Annual Base Salary (\$000s)	26	26	213.3	213.3	167.7	205.2	235.4
Total Cash Compensation (TCC) (\$000s)	26	26	227.1	227.1	170.0	222.8	254.0
Retirement (\$000s)	20	20	12.9	12.9	6.9	11.2	17.3
Non-taxable Benefits (\$000s)	20	20	22.2	22.2	11.4	15.6	24.6
Total Remuneration (\$000s)	26	26	258.1	258.1	195.3	262.7	307.5
<b>Assets: Up to \$49.9 M</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Wtd Avg.</b>	<b>Avg.</b>	<b>25th Ptile</b>	<b>50th Ptile</b>	<b>75th Ptile</b>
<b>Assets (\$000,000s)</b>	57	57	27.6	27.6	17.9	27.1	39.3
Annual Base Salary (\$000s)	57	57	193.3	193.3	152.8	184.5	214.3
Total Cash Compensation (TCC) (\$000s)	57	57	205.7	205.7	158.0	191.6	236.2
Retirement (\$000s)	39	39	12.6	12.6	6.2	9.3	13.0
Non-taxable Benefits (\$000s)	46	46	15.4	15.4	8.2	14.8	21.0
Total Remuneration (\$000s)	57	57	229.1	229.1	172.9	216.1	271.3

**0080 Chief Financial Executive**

	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
<b>Northeast Region</b>							
<b>Revenue (\$000,000s)</b>	79	79	115.1	115.1	25.8	45.7	96.4
Annual Base Salary (\$000s)	79	79	240.9	240.9	161.1	223.2	284.3
Total Cash Compensation (TCC) (\$000s)	79	79	254.3	254.3	171.4	234.5	297.5
Retirement (\$000s)	68	68	20.9	20.9	8.7	14.8	27.2
Non-taxable Benefits (\$000s)	74	74	20.8	20.8	9.2	18.6	28.1
Total Remuneration (\$000s)	79	79	295.7	295.7	199.1	271.6	358.9
<b>Southeast Region</b>							
<b>Revenue (\$000,000s)</b>	50	50	115.4	115.4	24.9	54.3	108.6
Annual Base Salary (\$000s)	50	50	193.9	193.9	148.5	180.7	211.4
Total Cash Compensation (TCC) (\$000s)	50	50	209.0	209.0	156.2	189.6	213.5
Retirement (\$000s)	41	41	22.3	22.3	8.2	17.0	25.5
Non-taxable Benefits (\$000s)	42	42	16.3	16.3	9.8	16.9	21.0
Total Remuneration (\$000s)	50	50	242.6	242.6	181.2	220.8	263.5
<b>North Central Region</b>							
<b>Revenue (\$000,000s)</b>	50	50	363.9	363.9	25.6	36.6	124.6
Annual Base Salary (\$000s)	50	50	239.5	239.5	148.1	185.7	231.0
Total Cash Compensation (TCC) (\$000s)	50	50	262.7	262.7	150.5	189.0	256.7
Retirement (\$000s)	38	38	26.4	26.4	14.5	20.5	28.2
Non-taxable Benefits (\$000s)	45	45	18.1	18.1	9.0	18.7	23.7
Total Remuneration (\$000s)	50	50	305.5	305.5	176.3	216.7	289.1
<b>South Central /Mountain Region</b>							
<b>Revenue (\$000,000s)</b>	48	48	97.3	97.3	29.2	62.7	105.7
Annual Base Salary (\$000s)	48	48	214.2	214.2	177.8	202.6	255.2
Total Cash Compensation (TCC) (\$000s)	48	48	231.8	231.8	188.9	213.9	261.1
Retirement (\$000s)	44	44	15.5	15.5	8.1	12.1	19.0
Non-taxable Benefits (\$000s)	44	44	17.7	17.7	10.2	14.2	23.8
Total Remuneration (\$000s)	48	48	266.6	266.6	219.7	253.4	309.3
<b>Western</b>							
<b>Revenue (\$000,000s)</b>	63	63	1,050.8	1,050.8	34.7	51.1	119.4
Annual Base Salary (\$000s)	63	63	254.2	254.2	175.2	221.6	288.8
Total Cash Compensation (TCC) (\$000s)	63	63	288.8	288.8	179.4	231.2	299.9
Retirement (\$000s)	56	56	33.4	33.4	6.2	13.3	25.8
Non-taxable Benefits (\$000s)	55	55	18.4	18.4	9.1	16.5	24.9
Total Remuneration (\$000s)	63	63	341.9	341.9	201.4	250.6	353.9

**0080 Chief Financial Executive**

	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
<b>Atlanta Ga, Marietta Ga, &amp; Decatur, Ga</b>							
Revenue (\$000,000s)	5	5	121.1	121.1	82.0	86.8	181.3
Annual Base Salary (\$000s)	5	5	197.1	197.1	191.5	192.1	206.4
Total Cash Compensation (TCC) (\$000s)	5	5	197.1	197.1	191.5	192.1	206.4
Total Remuneration (\$000s)	5	5	221.1	221.1	203.4	222.8	234.3
<b>Chicago, IL</b>							
Revenue (\$000,000s)	7	7	202.8	202.8	26.3	27.9	299.6
Annual Base Salary (\$000s)	7	7	244.3	244.3	188.5	213.0	267.8
Total Cash Compensation (TCC) (\$000s)	7	7	246.4	246.4	196.0	213.0	267.8
Total Remuneration (\$000s)	7	7	276.0	276.0	208.1	262.7	297.3
<b>Dallas Fort Worth TX</b>							
Revenue (\$000,000s)	7	7	77.8	77.8	63.9	70.3	89.2
Annual Base Salary (\$000s)	7	7	238.7	238.7	205.4	266.2	279.6
Total Cash Compensation (TCC) (\$000s)	7	7	251.9	251.9	205.5	266.2	299.0
Total Remuneration (\$000s)	7	7	279.0	279.0	242.3	301.5	328.7
<b>Los Angeles, Long Beach &amp; Anaheim</b>							
Revenue (\$000,000s)	8	8	215.4	215.4	34.8	49.1	136.1
Annual Base Salary (\$000s)	8	8	209.0	209.0	178.1	224.4	237.6
Total Cash Compensation (TCC) (\$000s)	8	8	215.1	215.1	185.6	236.8	244.8
Total Remuneration (\$000s)	8	8	238.1	238.1	210.3	249.6	270.9
<b>New York City (All Five Boroughs)</b>							
Revenue (\$000,000s)	24	24	104.7	104.7	24.6	50.5	83.3
Annual Base Salary (\$000s)	24	24	267.4	267.4	209.4	247.8	274.8
Total Cash Compensation (TCC) (\$000s)	24	24	276.6	276.6	220.6	259.6	306.4
Total Remuneration (\$000s)	24	24	321.3	321.3	256.7	303.6	370.3
<b>San Francisco, Oakland, &amp; Palo Alto Ca.</b>							
Revenue (\$000,000s)	15	15	3,642.0	3,642.0	24.7	31.8	65.7
Annual Base Salary (\$000s)	15	15	287.7	287.7	205.8	244.0	301.5
Total Cash Compensation (TCC) (\$000s)	15	15	401.4	401.4	208.3	267.3	329.2
Total Remuneration (\$000s)	15	15	510.6	510.6	239.1	277.0	363.3
<b>Washington DC, Arlington Va. &amp; Baltimore Md.</b>							
Revenue (\$000,000s)	17	17	132.5	132.5	44.9	85.3	138.5
Annual Base Salary (\$000s)	17	17	240.7	240.7	178.6	218.9	294.0
Total Cash Compensation (TCC) (\$000s)	17	17	259.7	259.7	194.5	227.9	338.6
Total Remuneration (\$000s)	17	17	294.1	294.1	215.4	255.7	378.4

## 2019 Foundation Executive Compensation Report

### Geographic Breakdown

In this report, we show two geographic breakouts of the compensation data: by five regional cuts and by three cost of labor designations.

#### States Included in the Five Regional Cuts

Northeast	Southeast	North Central	S. Central/Mountain	Western
Connecticut	Alabama	Illinois	Arizona	Alaska
Delaware	Florida	Indiana	Arkansas	California
Maine	Georgia	Iowa	Colorado	Hawaii
Maryland	Kentucky	Kansas	Idaho	Nevada
Massachusetts	Mississippi	Michigan	Louisiana	Oregon
New Hampshire	North Carolina	Minnesota	Montana	Washington
New Jersey	South Carolina	Missouri	New Mexico	
New York	Tennessee	Nebraska	Oklahoma	
Pennsylvania	Virginia	North Dakota	Texas	
Rhode Island	West Virginia	Ohio	Utah	
Vermont		South Dakota	Wyoming	
Washington DC		Wisconsin		

#### Cost of Labor Cities

We report the compensation data by three costs of labor cuts:

1. High cost of labor cities are 110% and above of the national average.
2. Medium cost of labor cities are between 100% and 109.9% of the national average
3. Low cost of labor cities are below 100% of the national average.

The tables on the following pages list every city included in this report and where they fall within the cost of labor designations.



2019 Foundation Executive Compensation Report

**Geographic Breakdown (cont.)**

**High Cost of Labor Cities (110% and above of national average)**

Adelphi, MD	Hicksville, NY	Oakland, CA	Westport, CT
Agoura Hills, CA	La Jolla, CA	Oakton, VA	White Plains, NY
Alexandria, VA	Laguna Beach, CA	Orange, CA	Woodbury, NY
Annandale, VA	Landover, MD	Oxnard, CA	Woodside, NY
Arlington, VA	Lansdowne, VA	Palo Alto, CA	
Bellevue, WA	Lawrenceville, NJ	Palos Verdes Peninsula, CA	
Berkeley, CA	Long Beach, CA	Princeton, NJ	
Bethesda, MD	Los Altos, CA	Quincy, MA	
Beverly Hills, CA	Los Angeles, CA	Reston, VA	
Boston, MA	Mclean, VA	Richmond, CA	
Burlington, NJ	Menlo Park, CA	Rockville, MD	
Calabasas, CA	Millwood, VA	San Diego, CA	
Chantilly, VA	Monrovia, CA	San Francisco, CA	
Chatsworth, CA	Montclair, NJ	San Jose, CA	
Chew Chase, MD	Montebello, CA	Sandy Spring, MD	
City Of Industry, CA	Monterey, CA	Santa Barbara, CA	
Clarksburg, MD	Morristown, NJ	Santa Monica, CA	
College Park, MD	Mountain View, CA	Santa Rosa, CA	
Culver City, CA	Needham, MA	Seattle, WA	
Cupertino, CA	New Brunswick, NJ	Simi Valley, CA	
Delano, CA	New Canaan, CT	Stony Brook, NY	
Dorchester, MA	New York, NY	Stow, MA	
Edison, NJ	Newark, NJ	Studio City, CA	
Englewood, NJ	Newport Beach, CA	Torrance, CA	
Fairfax, VA	Newton, MA	Triangle, VA	
Fairfield, CT	Newtown, CT	Tukwila, WA	
Falls Church, VA	North Bethesda, MD	Vienna, VA	
Fremont, CA	North Hollywood, CA	Walnut Creek, CA	
Greenwich, CT	Norwalk, CT	Washington, DC	
Hawthorne, NY	Novato, CA	Wellesley Hills, MA	

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**Geographic Breakdown (cont.)**

**Medium Cost of Labor Cities (100% to 109.9% of national average)**

Agawam, MA	Denver, CO	Lewisville, TX	Sacramento, CA
Albany, NY	Detroit, MI	Manchaca, TX	Saint Paul, MN
Anchorage, AK	Downers Grove, IL	Menands, NY	Sellersville, PA
Annapolis, MD	Doylestown, PA	Miami, FL	Skokie, IL
Apple Valley, CA	Durham, NC	Miami Beach, FL	Souderton, PA
Arvada, CO	Eden Prairie, MN	Milwaukee, WI	St Paul, MN
Atlanta, GA	El Paso, TX	Minneapolis, MN	St Louis Park, MN
Aurora, CO	Fairhaven, MA	Mission Hills, CA	St. Paul, MN
Austin, TX	Flint, MI	Munster, IN	Storrs, CT
Avon, CO	Fort Collins, CO	Murrieta, CA	Syracuse, NY
Bala Cynwyd, PA	Fort Worth, TX	Mystic, CT	Tacoma, WA
Baltimore, MD	Fresno, CA	Naples, FL	The Woodlands, TX
Bensalem, PA	Galveston, TX	New Haven, CT	Troy, MI
Bloomfield Hills, MI	Garden Valley, TX	New Orleans, LA	Urbana, IL
Borrego Springs, CA	Gladwyne, PA	Newport, RI	Vancouver, WA
Brookfield, WI	Golden, CO	North Adams, MA	Villanova, PA
Brookhaven, GA	Hardwick, MA	Oak Brook, IL	Wallingford, CT
Cary, NC	Hartford, CT	Owings Mills, MD	Wasilla, AK
Centennial, CO	Honolulu, HI	Palatine, IL	Wayne, PA
Center City, MN	Houston, TX	Palm Desert, CA	Wellington, FL
Chapel Hill, NC	Idyllwild, CA	Philadelphia, PA	West Conshohocken, PA
Charlotte, NC	Irvine, CA	Portland, OR	West Palm Bch, FL
Chicago, IL	Ithaca, NY	Providence, RI	Wilmington, DE
Columbia, MD	Jenkintown, PA	Raleigh, NC	Wixom, MI
Concord, NH	Jupiter, FL	Rancho Cordova, CA	Woodland Hills, CA
Conshohocken, PA	Keene, CA	Rancho Mirage, CA	Worcester, MA
Crete, IL	Kennesaw, GA	Richmond, TX	
Crofton, MD	Kingston, RI	Rochester, NY	
Dallas, TX	Lakewood, WA	Rocklin, CA	
Denton, TX	Las Vegas, NV	Rtp, NC	

## 2019 Foundation Executive Compensation Report

### **Geographic Breakdown (cont.)**

#### **Low Cost of Labor Cities (below 100% of national average)**

Abilene, TX	Cleveland, OH	Gettysburg, PA	Ligonier, PA
Akron, OH	Clinton, SC	Goodletts Vle, TN	Lincoln, NE
Alamogordo, NM	College Sta, TX	Grand Forks, ND	Little Rock, AR
Albuquerque, NM	College Station, TX	Grand Rapids, MN	Logan, KS
Ames, IA	Colorado Spgs, CO	Green Bay, WI	Louisville, KY
Amherst, NY	Colorado Springs, CO	Greensboro, NC	Madison, WI
Appleton, WI	Columbia, SC	Greenville, SC	Manhattan, KS
Asheville, NC	Columbus, OH	Hampton, VA	Memphis, TN
Athens, OH	Corp Christi, TX	Harrisonburg, VA	Middleton, WI
Atlantic Bch, FL	Corvallis, OR	Hopedale, IL	Midland, MI
Austin, MN	Council Blfs, IA	Hudson, OH	Millersburg, OH
Baton Rouge, LA	Crossett, AR	Indiana, PA	Missoula, MT
Belfast, ME	Culver, IN	Indianapolis, IN	Morgantown, WV
Beverly Hills, CA	Danville, PA	Iowa City, IA	Moscow, ID
Birmingham, AL	Davenport, IA	Irondale, AL	Ms State, MS
Blacksburg, VA	Dayton, OH	Jackson, WY	Muncie, IN
Bloomington, IN	Decatur, IL	Jacksonville, FL	Nashville, TN
Boise, ID	Del Norte, CO	Jefferson, SC	Norfolk, VA
Bozeman, MT	Des Moines, IA	Johnston, IA	Normal, IL
Brentwood, TN	Durham, NH	Jonesboro, AR	Norman, OK
Brookings, SD	Eau Claire, WI	Kalamazoo, MI	Oklahoma City, OK
Buffalo, NY	Elkhart, IN	Kansas City, MO	Omaha, NE
Burlington, NC	Ellsworth, ME	Kerrville, TX	Orlando, FL
Canton, OH	Eugene, OR	Kissimmee, FL	Orono, ME
Cedar Falls, IA	Fairfield, IA	Knoxville, TN	Overland Park, KS
Charleston, SC	Fairhope, AL	Lake City, SC	Owasso, OK
Charlottesville, VA	Fayetteville, AR	Lakeland, FL	Oxford, MS
Charlottes Vle, VA	Fort Myers, FL	Lansing, MI	Paris, IL
Chattanooga, TN	Fort Smith, AR	Leitchfield, KY	Phoenix, AZ
Cincinnati, OH	Gainesville, FL	Lexington, KY	Pierre, SD

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**Geographic Breakdown (cont.)**

**Low Cost of Labor Cities (below 100% of national average) – cont.**

Pittsburgh, PA	West Lafayette, IN
Pullman, WA	Wichita, KS
Rocky Mount, NC	Wichita Falls, TX
Roseburg, OR	Williamsburg, VA
Saint Louis, MO	Winston-Salem, NC
Salem, OR	Youngstown, OH
Salt Lake Cty, UT	
San Antonio, TX	
Sandy, UT	
Santa Barbara, CA	
Sarasota, FL	
Sauget, IL	
Scottsdale, AZ	
Shreveport, LA	
Sioux Falls, SD	
South Bend, IN	
Springfield, MO	
St Augustine, FL	
Stillwater, OK	
Tallahassee, FL	
Tampa, FL	
Tempe, AZ	
Toledo, OH	
Tucson, AZ	
Tulsa, OK	
Tupelo, MS	
Vermillion, SD	
Virginia Beach, VA	
Warrendale, PA	
Wernersville, PA	



Total Compensation Solutions is a human resources consulting firm dedicated to *assisting clients in achieving their strategic compensation objectives*. Our approach to compensation and benefits issues is to utilize data to identify best practices in the marketplace. Our research spans a variety of topics including:

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- Executive, Middle Management and Staff Compensation
- Performance Management
- Organization Structure
- Health and Welfare and
- Retirement Benefits

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