

Foundation Executive Compensation Report 2024 / 2025

TCS Total Compensation Solutions
www.total-comp.com

2024 / 2025 FOUNDATION EXECUTIVE COMPENSATION REPORT

**Data Effective: September 1, 2024
Data Published: January 2025**

**Number of Foundations: 673
Number of Job Titles: 21
Number of Employees Reported: 2,389**

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Introduction

Welcome to the seventh edition of Total Compensation Solutions' (TCS) *Foundation Executive Compensation Report*. TCS publishes a generic not-for-profit compensation survey, and we observe that Foundation executive compensation is not the same as executive compensation in the rest of the not-for-profit sector. To address this difference, TCS created a unique executive compensation report strictly focusing on Foundations. The *2024 / 2025 Foundation Executive Compensation Report* gathers and reports compensation data on 21 executive and director-level positions found in over 673 not-for-profit foundations.

In this report, we reviewed various compensation elements reported in IRS Form 990's including: base salary, bonus, other income, retirement, and non-taxable benefits. From those elements, we analyzed 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 data from active Foundations to develop a total rewards picture for Foundation executives throughout the U.S.

Since we last published this report, the US has gone through an election, and we will see the control of the Federal government change to the opposite party. Therefore, we will have to wait and see how this will affect foundations and their missions.

The United States is also experiencing low unemployment which is keeping wages strong because of the competition for talent. However, we have observed annual increases moving back towards 3.0% which is where they were before the pandemic. Given we are near full employment, it is vital that organizations have an awareness of the competitive external market to help retain high performing employees and attract qualified job candidates.

We hope TCS' *2024 / 2025 Foundation Executive Compensation Report* can be a valuable resource in helping your organization determine the competitive market for talent.

Introduction - continued

In this seventh edition of the Foundation Executive Compensation Report, TCS compiles and reports on compensation elements that are relevant to successful management of executive pay programs in Foundations. They are the following:

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

TCS notes that there are also significant differences in pay practices dependent upon three factors:

- Geographic location – which suggests that high cost-of-labor areas (major metropolitan areas) pay more than other geographic areas (suburban or rural) of the country
- Revenue size – which suggests that Foundations with greater revenue generating capabilities pay more than other Foundations
- Assets size – which suggests that Foundations with larger asset accumulation pay more than other Foundations

This report is designed to report on the pay elements listed above as well as the differentiating factors, all of which have an impact on compensation plans among not-for-profit Foundations. By compiling data, analyzing the impact of the differentiating factors, and undertaking this research, TCS can help not-for-profit Foundations explain and reasonably justify their compensation policies and practices in a changing economic and social environment.

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-reports that allow survey analysts to review single organization data; match quality and consistency of pay practices; and preparing macro-reports that compare all organizations' response on similar positions. The result is a comprehensive database which TCS uses with a high degree of confidence to advise clients on timely, accurate compensation trends.

Introduction - continued

This report is divided into three sections as described below:

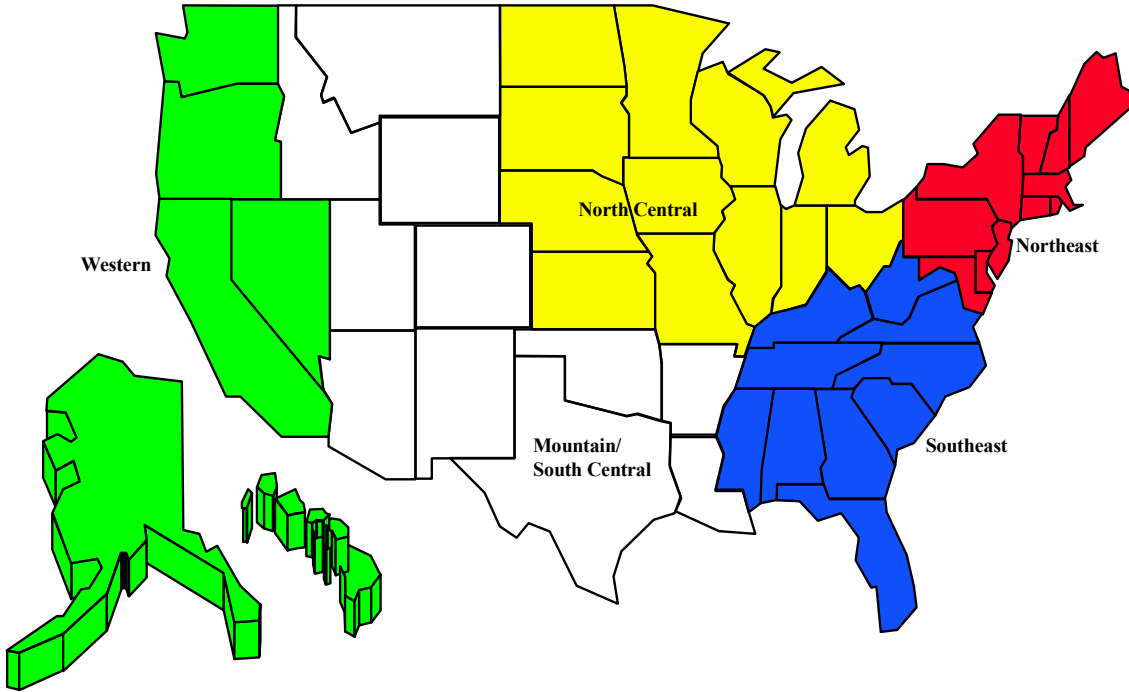
Section I	Executive Summary	Provides an introduction of the report and its overall objective as an alternative source of data for not-for-profit Foundations, our methodology, Foundation demographics and key findings.
Section II	Compensation Analysis	Reports compensation data effective as of September 1, 2024, for 21 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 for not-for-profit Foundations. We believe that this report provides an accurate assessment of pay practices among these organizations.

If you have any questions on this report or would like to provide additional feedback on this survey, please contact Tom Bailey, Principal and Senior Compensation Consultant at (914) 255-8725 or email your questions to: tbailey@total-comp.com

Demographics of Foundations in the Report

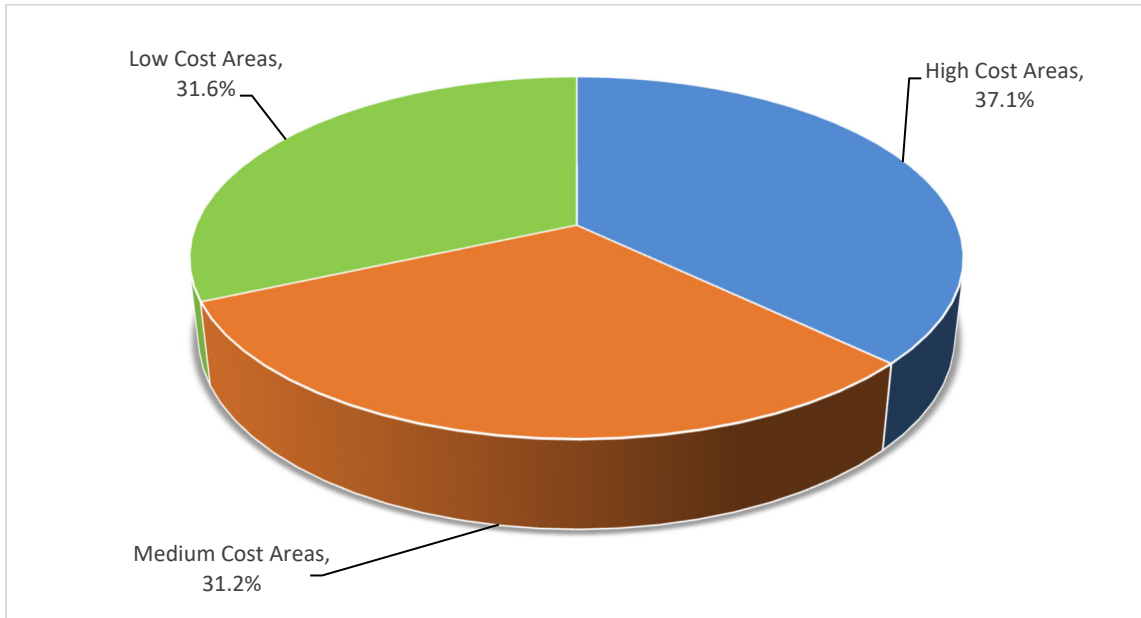
Geographic Breakdown of Foundations in the Report



Region	Number	Percentage
Northeast	193	28.7%
Southeast	103	15.3%
North Central	128	19.0%
Mountain/South Central	104	15.5%
Western	145	21.5%
Total	673	100%

Demographics of Foundations - continued

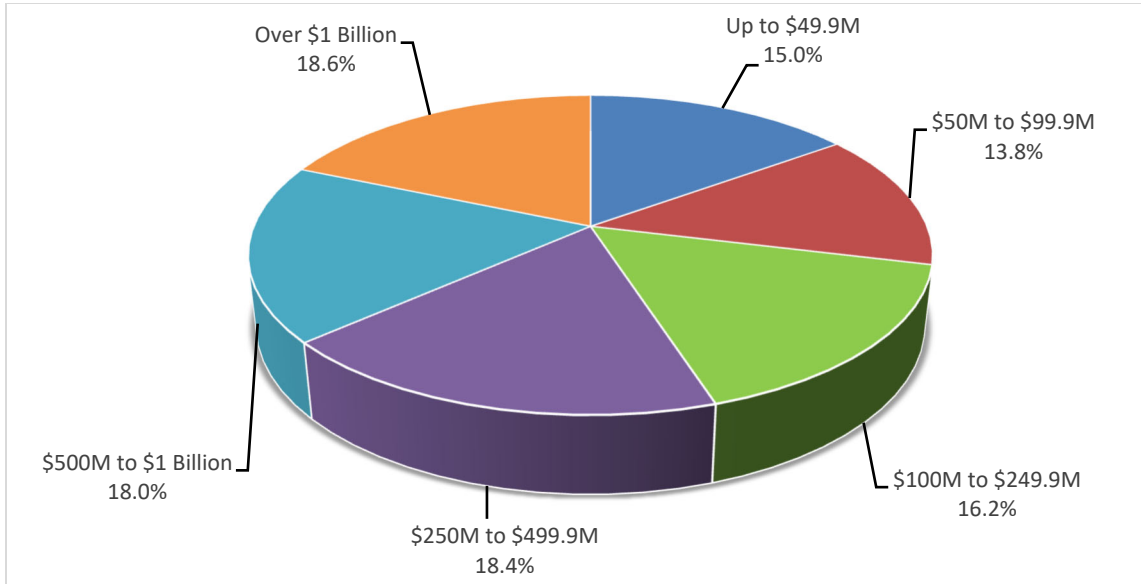
Cost of Labor Areas Breakdown of Foundations in Report



Cost of Labor	Number of Orgs.	Percent
High Cost Areas	250	37.1%
Medium Cost Areas	210	31.2%
Low Cost Areas	213	31.6%
Total	673	100%

Demographics of Foundations – continued

Asset Size Breakdown of Foundations in Report



Assets	Number of Cos.	Percentage
Up to \$49.9M	101	15.0%
\$50M to \$99.9M	93	13.8%
\$100M to \$249.9M	109	16.2%
\$250M to \$499.9M	124	18.4%
\$500M to \$1 Billion	121	18.0%
Over \$1 Billion	125	18.6%
Total	673	100%

0080 Chief Financial Officer

Finance Data:	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	331	332	368.5	369.2	33.5	62.2	137.8
All Companies - National	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Annual Base Salary (\$000s)	331	332	273.8	274.2	194.3	246.1	317.1
Actual Bonus %	140	140	18.1	18.1	4.1	10.3	20.4
Actual Bonus Paid (\$000s)	168	168	68.9	68.9	8.2	25.0	52.2
Total Cash Compensation (TCC) (\$000s)	331	332	308.7	309.1	200.7	257.9	349.4
Other Income (\$000s)	141	141	21.5	21.5	1.2	3.6	20.7
Retirement (\$000s)	296	296	28.0	28.0	10.2	18.8	34.5
Non-taxable Benefits (\$000s)	258	258	20.8	20.8	9.7	18.5	29.5
Total Remuneration (\$000s)	331	332	358.9	359.5	228.7	304.5	413.7
High Cost Areas (110% and Above of National Average)	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	119	119	743.7	743.7	34.6	62.3	164.0
Annual Base Salary (\$000s)	119	119	316.4	316.4	228.2	281.5	361.0
Actual Bonus %	50	50	24.3	24.3	5.3	9.3	21.1
Actual Bonus Paid (\$000s)	57	57	126.9	126.9	11.3	25.0	67.0
Total Cash Compensation (TCC) (\$000s)	119	119	377.2	377.2	233.0	301.4	381.7
Other Income (\$000s)	44	44	33.7	33.7	1.9	7.7	35.8
Retirement (\$000s)	103	103	30.1	30.1	11.6	20.1	35.2
Non-taxable Benefits (\$000s)	89	89	25.3	25.3	11.1	25.6	35.7
Total Remuneration (\$000s)	119	119	434.6	434.6	271.5	341.6	453.2
Medium Cost Areas (100% to 109.9% of National Avg.)	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	106	107	178.8	179.1	32.3	63.0	114.4
Annual Base Salary (\$000s)	106	107	256.7	257.7	191.2	239.0	307.1
Actual Bonus %	45	45	12.6	12.6	4.0	10.4	19.1
Actual Bonus Paid (\$000s)	53	53	35.0	35.0	6.0	23.0	44.5
Total Cash Compensation (TCC) (\$000s)	106	107	274.1	275.1	199.8	245.6	332.6
Other Income (\$000s)	48	48	19.0	19.0	1.2	2.8	15.7
Retirement (\$000s)	97	97	26.8	26.8	8.6	17.1	35.9
Non-taxable Benefits (\$000s)	80	80	18.3	18.3	8.5	15.2	26.2
Total Remuneration (\$000s)	106	107	320.6	321.9	218.9	289.9	394.9
Low Cost Areas (Below 100% of National Avg.)	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	106	106	138.8	138.8	33.7	60.5	127.6
Annual Base Salary (\$000s)	106	106	243.4	243.4	182.1	219.1	276.2
Actual Bonus %	45	45	16.9	16.9	4.0	14.2	21.7
Actual Bonus Paid (\$000s)	58	58	42.9	42.9	6.3	25.3	49.0
Total Cash Compensation (TCC) (\$000s)	106	106	266.8	266.8	188.2	228.7	319.3
Other Income (\$000s)	49	49	12.8	12.8	0.9	3.6	19.4
Retirement (\$000s)	96	96	26.8	26.8	12.4	18.9	30.7
Non-taxable Benefits (\$000s)	89	89	18.5	18.5	9.5	15.5	24.8
Total Remuneration (\$000s)	106	106	312.6	312.6	218.5	270.5	356.5

0080 Chief Financial Officer

Revenue: Over \$1 Billion	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	8	8	10,769.8	10,769.8	1,317.0	1,737.4	3,071.9
Annual Base Salary (\$000s)	8	8	542.5	542.5	307.0	435.4	577.4
Total Cash Compensation (TCC) (\$000s)	8	8	1,075.3	1,075.3	318.2	439.9	684.8
Retirement (\$000s)	7	7	62.7	62.7	12.7	77.0	101.1
Non-taxable Benefits (\$000s)	4	4	39.5	39.5	14.6	35.2	60.1
Total Remuneration (\$000s)	8	8	1,253.5	1,253.5	335.0	541.3	894.5
Revenue: \$500M to \$1 Billion	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	11	11	670.5	670.5	555.8	622.7	770.7
Annual Base Salary (\$000s)	11	11	337.2	337.2	284.1	332.6	363.2
Total Cash Compensation (TCC) (\$000s)	11	11	395.6	395.6	348.6	401.7	437.8
Retirement (\$000s)	11	11	42.2	42.2	18.4	34.0	51.1
Non-taxable Benefits (\$000s)	10	10	26.7	26.7	15.2	25.8	36.9
Total Remuneration (\$000s)	11	11	467.9	467.9	409.5	493.6	514.6
Revenue: \$250M to \$499.9M	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	21	21	358.9	358.9	293.3	370.2	413.0
Annual Base Salary (\$000s)	21	21	363.2	363.2	278.5	333.4	377.0
Total Cash Compensation (TCC) (\$000s)	21	21	393.6	393.6	306.8	373.1	436.6
Retirement (\$000s)	21	21	33.3	33.3	19.8	27.1	44.3
Non-taxable Benefits (\$000s)	18	18	26.1	26.1	18.8	27.3	34.0
Total Remuneration (\$000s)	21	21	458.3	458.3	348.2	438.5	516.8
Revenue: \$100M to \$249.9M	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	73	74	157.7	157.8	118.5	149.7	193.1
Annual Base Salary (\$000s)	73	74	298.8	300.7	224.0	295.5	349.6
Total Cash Compensation (TCC) (\$000s)	73	74	322.9	325.1	232.6	316.6	379.0
Retirement (\$000s)	66	66	30.7	30.7	13.9	21.6	37.9
Non-taxable Benefits (\$000s)	57	57	18.5	18.5	8.1	16.7	25.4
Total Remuneration (\$000s)	73	74	371.2	373.8	259.4	365.6	435.0
Revenue: \$50M to \$99.9M	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	84	84	69.8	69.8	58.3	64.4	79.3
Annual Base Salary (\$000s)	84	84	259.7	259.7	193.3	243.7	287.8
Total Cash Compensation (TCC) (\$000s)	84	84	283.4	283.4	197.6	252.1	309.9
Retirement (\$000s)	74	74	23.5	23.5	10.8	17.6	28.0
Non-taxable Benefits (\$000s)	70	70	22.2	22.2	11.9	15.9	30.6
Total Remuneration (\$000s)	84	84	327.0	327.0	226.4	294.3	380.1
Revenue: Up to \$49.9M	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	134	134	27.9	27.9	19.6	29.2	37.1
Annual Base Salary (\$000s)	134	134	233.7	233.7	182.1	209.8	261.7
Total Cash Compensation (TCC) (\$000s)	134	134	250.5	250.5	188.0	221.8	282.1
Retirement (\$000s)	117	117	24.9	24.9	8.9	15.6	30.5
Non-taxable Benefits (\$000s)	99	99	18.8	18.8	8.3	16.8	27.5
Total Remuneration (\$000s)	134	134	294.2	294.2	208.5	259.3	329.6

0080 Chief Financial Officer

	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Assets: Over \$1 Billion							
Assets (\$000,000s)	70	70	2,945.6	2,945.6	1,375.8	2,084.3	2,775.2
Annual Base Salary (\$000s)	70	70	373.6	373.6	272.9	344.8	431.6
Total Cash Compensation (TCC) (\$000s)	70	70	455.6	455.6	300.5	370.1	448.5
Retirement (\$000s)	64	64	48.0	48.0	21.5	35.2	73.2
Non-taxable Benefits (\$000s)	44	44	23.1	23.1	8.7	22.6	30.5
Total Remuneration (\$000s)	70	70	532.4	532.4	331.8	436.6	526.8
Assets: \$500M to \$1 Billion							
Assets (\$000,000s)	65	65	707.9	707.9	567.7	725.3	837.9
Annual Base Salary (\$000s)	65	65	270.4	270.4	209.5	250.2	315.7
Total Cash Compensation (TCC) (\$000s)	65	65	286.1	286.1	216.3	275.6	338.4
Retirement (\$000s)	58	58	30.5	30.5	15.7	24.7	37.9
Non-taxable Benefits (\$000s)	45	45	22.1	22.1	11.8	19.7	32.0
Total Remuneration (\$000s)	65	65	336.4	336.4	268.1	304.6	406.4
Assets: \$250M to \$499.9M							
Assets (\$000,000s)	60	61	364.4	363.9	292.8	358.3	421.9
Annual Base Salary (\$000s)	60	61	238.0	239.3	174.9	214.1	278.5
Total Cash Compensation (TCC) (\$000s)	60	61	260.7	262.3	180.5	217.6	306.8
Retirement (\$000s)	56	56	20.2	20.2	9.0	13.0	24.4
Non-taxable Benefits (\$000s)	49	49	20.6	20.6	9.9	20.9	28.1
Total Remuneration (\$000s)	60	61	305.0	307.0	207.4	255.3	395.2
Assets: \$100M to \$249.9M							
Assets (\$000,000s)	51	51	170.3	170.3	132.2	169.5	212.2
Annual Base Salary (\$000s)	51	51	232.1	232.1	180.1	229.5	275.2
Total Cash Compensation (TCC) (\$000s)	51	51	260.0	260.0	189.6	233.7	297.3
Retirement (\$000s)	47	47	20.9	20.9	7.8	14.2	22.5
Non-taxable Benefits (\$000s)	44	44	17.6	17.6	10.1	15.3	24.4
Total Remuneration (\$000s)	51	51	298.4	298.4	210.1	267.0	327.8
Assets: \$50M to \$99.9M							
Assets (\$000,000s)	52	52	73.8	73.8	59.0	71.6	91.4
Annual Base Salary (\$000s)	52	52	252.8	252.8	192.4	230.5	282.6
Total Cash Compensation (TCC) (\$000s)	52	52	274.2	274.2	193.9	236.2	298.7
Retirement (\$000s)	45	45	20.3	20.3	11.0	15.3	22.6
Non-taxable Benefits (\$000s)	49	49	21.6	21.6	9.9	20.4	30.7
Total Remuneration (\$000s)	52	52	317.0	317.0	218.1	271.5	360.2
Assets: Up to \$49.9M							
Assets (\$000,000s)	33	33	30.7	30.7	19.4	33.3	41.1
Annual Base Salary (\$000s)	33	33	233.1	233.1	180.7	206.6	256.9
Total Cash Compensation (TCC) (\$000s)	33	33	260.2	260.2	186.0	217.0	281.3
Retirement (\$000s)	26	26	15.9	15.9	7.1	10.1	16.5
Non-taxable Benefits (\$000s)	27	27	19.0	19.0	8.0	15.1	26.6
Total Remuneration (\$000s)	33	33	294.7	294.7	205.0	232.9	318.9

0080 Chief Financial Officer

Northeast	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	93	93	113.8	113.8	33.5	53.5	94.6
Annual Base Salary (\$000s)	93	93	294.3	294.3	207.2	265.2	349.3
Total Cash Compensation (TCC) (\$000s)	93	93	327.0	327.0	216.2	282.1	379.3
Retirement (\$000s)	84	84	30.9	30.9	12.6	20.2	32.7
Non-taxable Benefits (\$000s)	76	76	24.3	24.3	10.1	24.1	35.3
Total Remuneration (\$000s)	93	93	383.6	383.6	256.9	324.7	441.6
Southeast	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	63	63	142.4	142.4	36.0	63.4	135.0
Annual Base Salary (\$000s)	63	63	244.1	244.1	188.8	216.4	265.6
Total Cash Compensation (TCC) (\$000s)	63	63	263.7	263.7	191.5	234.3	283.1
Retirement (\$000s)	55	55	26.1	26.1	9.7	15.6	30.8
Non-taxable Benefits (\$000s)	53	53	18.3	18.3	9.7	15.5	23.9
Total Remuneration (\$000s)	63	63	307.4	307.4	219.4	267.0	322.1
North Central	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	54	54	288.4	288.4	30.4	90.5	166.5
Annual Base Salary (\$000s)	54	54	256.8	256.8	185.9	229.9	328.6
Total Cash Compensation (TCC) (\$000s)	54	54	284.4	284.4	186.8	247.7	344.7
Retirement (\$000s)	49	49	22.0	22.0	9.2	18.0	28.3
Non-taxable Benefits (\$000s)	45	45	20.5	20.5	11.2	19.7	27.9
Total Remuneration (\$000s)	54	54	326.1	326.1	220.2	275.9	402.6
South Central / Mountain	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	52	53	130.9	130.5	37.0	64.2	135.9
Annual Base Salary (\$000s)	52	53	249.5	251.3	188.1	239.5	285.4
Total Cash Compensation (TCC) (\$000s)	52	53	272.3	274.3	197.4	241.1	337.4
Retirement (\$000s)	49	49	28.3	28.3	9.9	18.2	40.0
Non-taxable Benefits (\$000s)	39	39	19.1	19.1	8.6	14.3	27.4
Total Remuneration (\$000s)	52	53	319.0	321.7	222.1	305.9	393.9
Western	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	69	69	1,163.5	1,163.5	30.7	61.7	141.2
Annual Base Salary (\$000s)	69	69	305.5	305.5	206.1	280.6	345.0
Total Cash Compensation (TCC) (\$000s)	69	69	372.1	372.1	206.1	296.3	360.3
Retirement (\$000s)	59	59	30.2	30.2	9.9	23.4	47.5
Non-taxable Benefits (\$000s)	45	45	19.6	19.6	8.4	21.4	28.8
Total Remuneration (\$000s)	69	69	429.1	429.1	226.3	327.1	426.9

0080 Chief Financial Officer

	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Atlanta, Marietta & Decatur, GA							
Revenue (\$000,000s)	7	7	173.9	173.9	62.2	170.6	258.9
Annual Base Salary (\$000s)	7	7	252.8	252.8	215.0	234.9	297.1
Total Cash Compensation (TCC) (\$000s)	7	7	264.6	264.6	216.2	234.9	300.1
Total Remuneration (\$000s)	7	7	302.9	302.9	253.2	271.5	345.3
Chicago, IL							
Revenue (\$000,000s)	6	6	309.0	309.0	40.0	68.9	102.4
Annual Base Salary (\$000s)	6	6	258.1	258.1	202.4	259.9	308.4
Total Cash Compensation (TCC) (\$000s)	6	6	271.2	271.2	224.9	276.6	328.1
Total Remuneration (\$000s)	6	6	301.3	301.3	252.5	297.1	360.9
Dallas & Fort Worth, TX							
Revenue (\$000,000s)	9	10	101.9	96.6	63.4	98.0	107.6
Annual Base Salary (\$000s)	9	10	261.1	272.4	205.0	262.6	288.7
Total Cash Compensation (TCC) (\$000s)	9	10	286.4	300.0	222.5	287.0	332.1
Total Remuneration (\$000s)	9	10	325.9	342.2	252.6	320.4	368.9
Los Angeles, Long Beach & Anaheim, CA							
Revenue (\$000,000s)	11	11	284.2	284.2	31.8	77.5	189.0
Annual Base Salary (\$000s)	11	11	343.8	343.8	211.8	272.9	393.7
Total Cash Compensation (TCC) (\$000s)	11	11	347.7	347.7	211.8	272.9	393.7
Total Remuneration (\$000s)	11	11	381.4	381.4	224.3	284.1	453.6
New York City (All Five Boroughs)							
Revenue (\$000,000s)	25	25	115.8	115.8	37.2	49.1	132.6
Annual Base Salary (\$000s)	25	25	311.3	311.3	207.2	301.4	378.8
Total Cash Compensation (TCC) (\$000s)	25	25	326.3	326.3	233.5	305.8	436.6
Total Remuneration (\$000s)	25	25	382.7	382.7	285.8	354.7	482.2
San Francisco, Oakland & Palo Alto, CA							
Revenue (\$000,000s)	13	13	5,534.2	5,534.2	33.9	87.7	131.7
Annual Base Salary (\$000s)	13	13	404.3	404.3	293.8	315.1	380.9
Total Cash Compensation (TCC) (\$000s)	13	13	719.1	719.1	306.5	336.3	433.5
Total Remuneration (\$000s)	13	13	813.0	813.0	356.2	396.7	490.6
Washington, DC, Arlington, VA & Baltimore, MD							
Revenue (\$000,000s)	13	13	168.5	168.5	55.2	93.5	235.1
Annual Base Salary (\$000s)	13	13	285.1	285.1	246.0	278.5	354.5
Total Cash Compensation (TCC) (\$000s)	13	13	308.5	308.5	246.0	306.8	373.1
Total Remuneration (\$000s)	13	13	365.4	365.4	272.7	368.9	438.7

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.

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	

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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

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	



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- Retirement Benefits

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