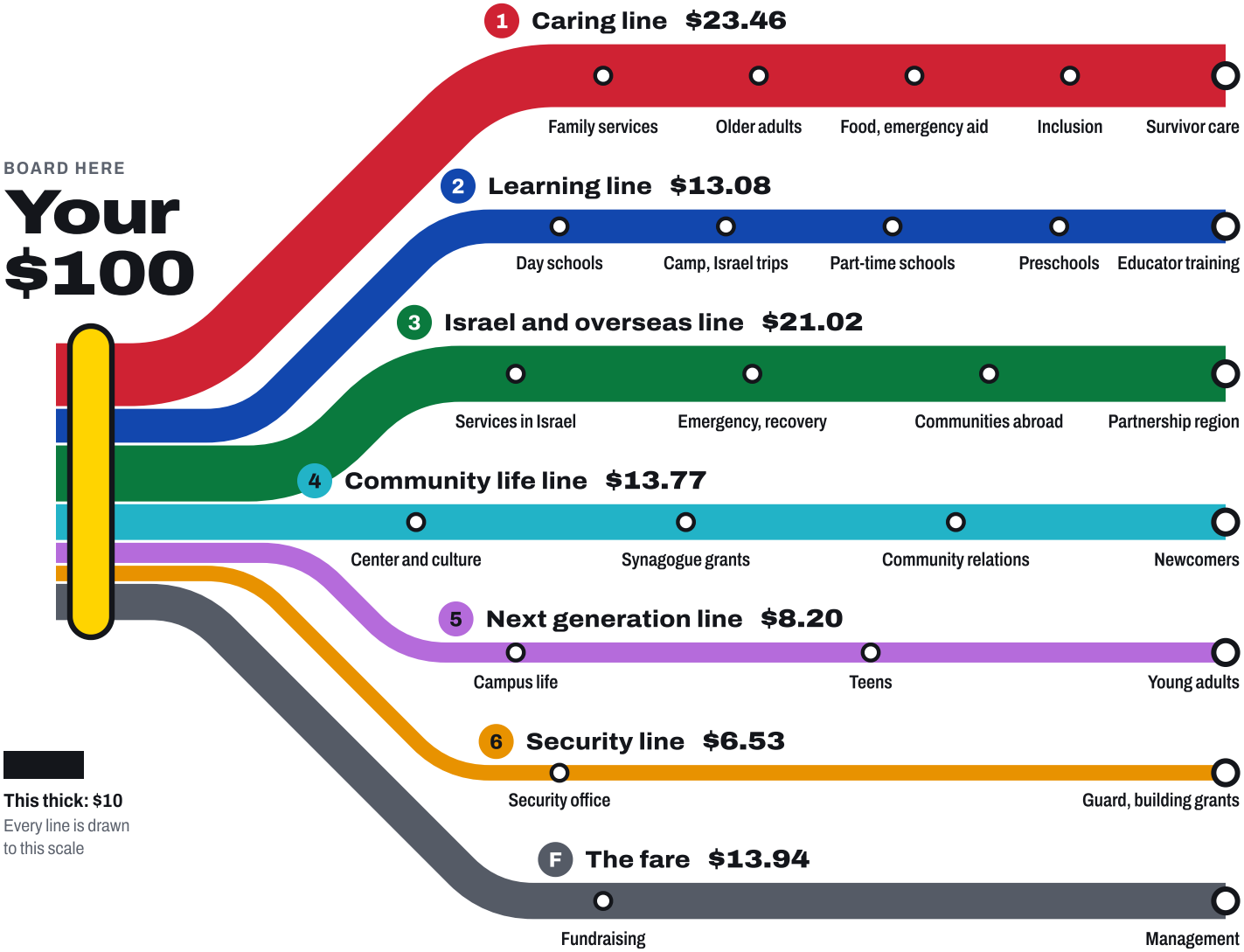
Where did your $100 go?

Last year 6,870 households gave to our annual campaign, and with our other funds we spent $41.6 million. This map shrinks the whole year to a single $100 and follows it the way you would follow a train, from the platform where a gift boards to the stop where it gets off.



How to read the map. Start at the left, where your $100 boards. Each colored line carries part of it to the work named along the route, and a line's width is its share of the $100, drawn to scale. The grey line at the bottom is the fare, which is what it cost to raise the money and run the federation.

What does the map say?

Three numbers carry most of the story, and two of them can be checked against other federations.

$86.06

of every $100 reached a destination. $74.04 left as grants to partner organizations, and $12.02 paid for programs our own staff run.



Six lines: $86.06 **The fare: $13.94**

$13.94

was the fare, the cost of raising the money and running the federation. The federation in the middle of the field spends $19.60 of each $100 this way.



84

organizations stand at the end of the lines. Among federations giving more than $1 million, the one in the middle funded 36.



◆ **Ḥeshbon**, "Your $100 is a tank of fuel. How far does it get into Israel?" (146 federations, pooled fiscal 2018 to 2022, with organization counts for fiscal 2022). Grey bars are published benchmarks, and bars within a group share a scale.

What did the ride itself cost?

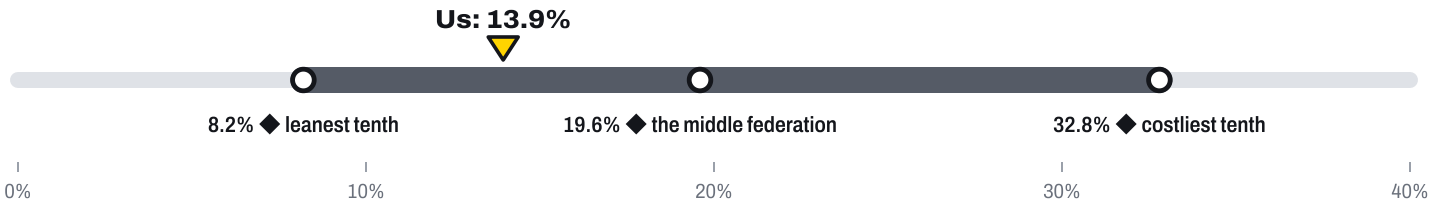
Every transit system charges a fare, and ours does too. Of each $100 we spent in fiscal 2026, $13.94 paid for raising the money and running the organization. That was $7.40 for fundraising and $6.54 for management.

Is a $13.94 fare high or low?

Each track below is a ruler. The white stops are published benchmarks, and the yellow arrow is us. On the first ruler the dark stretch runs from the leanest tenth of federations to the costliest tenth.

13.9%

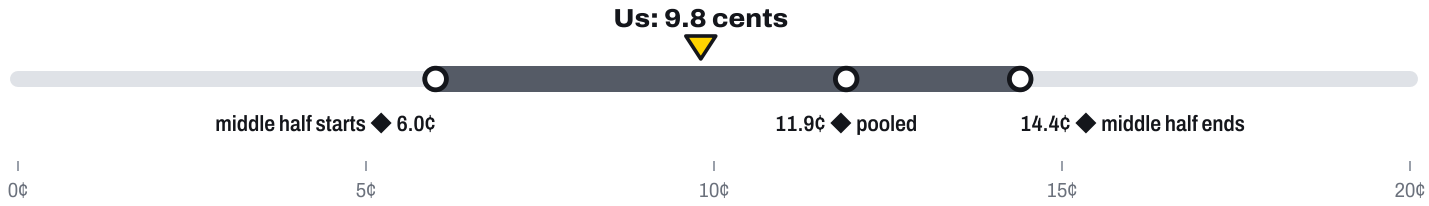
Overhead: management and fundraising as a share of everything we spent



Our overhead sits below the federation in the middle of the field. It sits close to the 14.3% recorded for the largest of five size bands (◆, same study), and we are a large federation, so we read this fare as normal for our size.

9.8¢

Cost to raise a dollar: fundraising spending for each dollar the annual campaign brought in

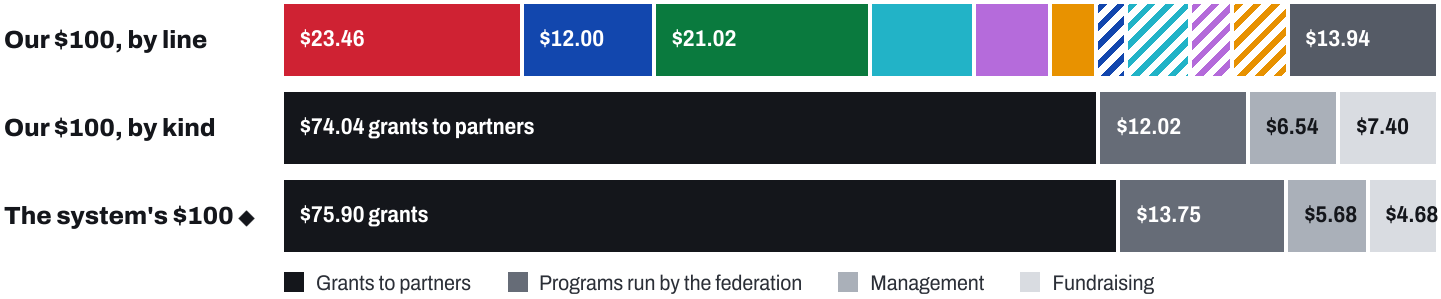


On this ruler the dark stretch covers the middle half of federations. Raising a campaign dollar cost us 9.8 cents, which lands inside that stretch and under the pooled figure of 11.9 cents.

◆ **Ḥeshbon**, "Your $100 is a tank of fuel. How far does it get into Israel?" and "How much of a federation dollar survives the trip to Israel?" (146 federations with more than $500,000 of contributions, pooled fiscal 2018 to 2022).

Does our $100 split the way the whole system's does?

Each bar is $100 of spending, drawn to scale. The first bar is our $100 sorted by line, with solid color for grants and stripes for programs our own staff run. The second bar sorts the same $100 into four kinds of spending, and the third bar does that for 265 federations and foundation arms pooled over eleven years.



◆ **Ḥeshbon**, "Where does $100 to a Jewish Federation actually go?" (176,718 grant lines, 265 federations and foundation arms, 2014 to 2024).

We send a little less out as grants than the system does, and we spend more on fundraising, $7.40 against $4.68. The pooled figure counts foundation arms alongside federations, so the rulers on the previous page are the fairer comparison. Fundraising is still the number we most want to bring down.

If the campaign raised $31.4 million, where did the other $10.2 million come from?

The bar below is all $41.6 million we spent, split by source. Yellow is the annual campaign, and the grey parts boarded at transfer stations.



SOURCE	AMOUNT	PER $100
Annual campaign	$31.4M	$75.48
Endowment distributions	$5.9M	$14.18
Designated and emergency gifts	$3.4M	$8.17
Program fees and other income	$0.9M	$2.16
All sources	**$41.6M**	**$100.00**

The campaign covered $75.48 of every $100. Endowment funds and gifts that donors earmarked for a purpose, emergency appeals among them, covered most of the rest.

Where did the lines end?

Six lines left the station and made 23 stops between them. Behind those stops stand 84 organizations that received a grant from us, along with the programs our own staff run.

What got off at each stop?

Each row is one stop, and the bar shows how much of the $100 got off there. All the bars share one scale, so a stop on the Caring line can be compared with a stop on the Security line.

1 Caring line

$23.46 · 19 organizations

Family and children's services	$7.50
Older adults and home care	$7.07
Food and emergency aid	$4.47
Disability and inclusion services	$2.50
Care for Holocaust survivors	$1.92

2 Learning line

$13.08 · 22 organizations

Day schools	$4.62
Camp and Israel trip scholarships	$3.01
Synagogue and part-time schools	$2.21
Early childhood	$2.16
Educator training OURS	$1.08

6 Security line

$6.53 · 9 organizations

Community security office OURS	$3.89
Guard and building grants	$2.64

3 Israel and overseas line

$21.02 · 14 organizations

Services and absorption in Israel	$10.51
Emergency and recovery in Israel	$5.05
Jewish communities abroad	$3.49
Our partnership region	$1.97

4 Community life line

$13.77 · 12 organizations

Community center and culture	$5.31
Synagogue and neighborhood grants	$3.65
Community relations OURS	$2.89
Engagement and newcomers OURS	$1.92

5 Next generation line

$8.20 · 8 organizations

Campus life	$3.32
Teens and youth groups	$2.64
Young adults OURS	$2.24

Source: the federation's grant list and program budgets, fiscal 2026. One dollar on this page stands for $416,000 of actual spending. "Ours" marks programs staffed by the federation, and everything else is a grant to another organization.

Is that a lot?

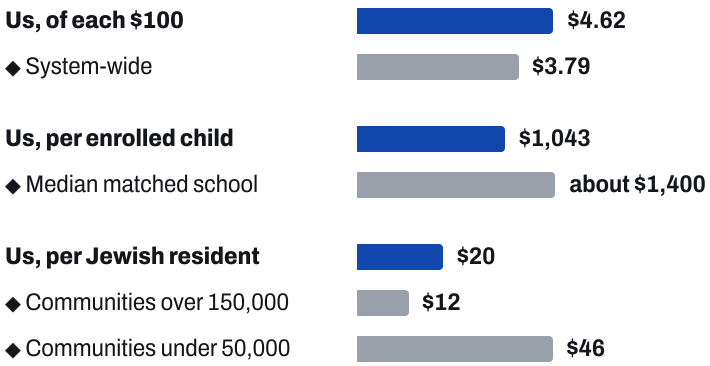
A dollar figure means little until it sits beside someone else's. We checked three of our lines against published figures for other federations and other communities.

In each chart the colored bar is us and the grey bars are published benchmarks. Bars within a group share a scale.

2 Day schools

Our five day schools enroll 1,840 children and received $1.92 million. That is a bigger slice of the $100 than the system gives, and less per child than the median matched school receives.

Our community has about 95,000 Jews. No median is published for communities between 50,000 and 150,000, so we show the two groups on either side of us.



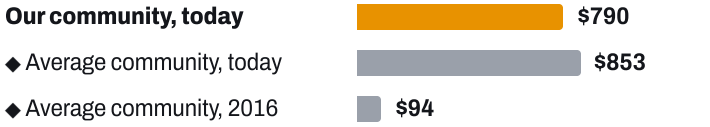
3 Israel and overseas

We send somewhat more across the ocean than the system does. Measured against grants alone, 28.4% of ours went overseas, and federations as a group send about 27 percent (◆).



6 Security, per family of six

Guarding every Jewish institution here costs an estimated $12.5 million a year. The Security line carries $2.72 million of that, and schools, synagogues and agencies pay the rest.



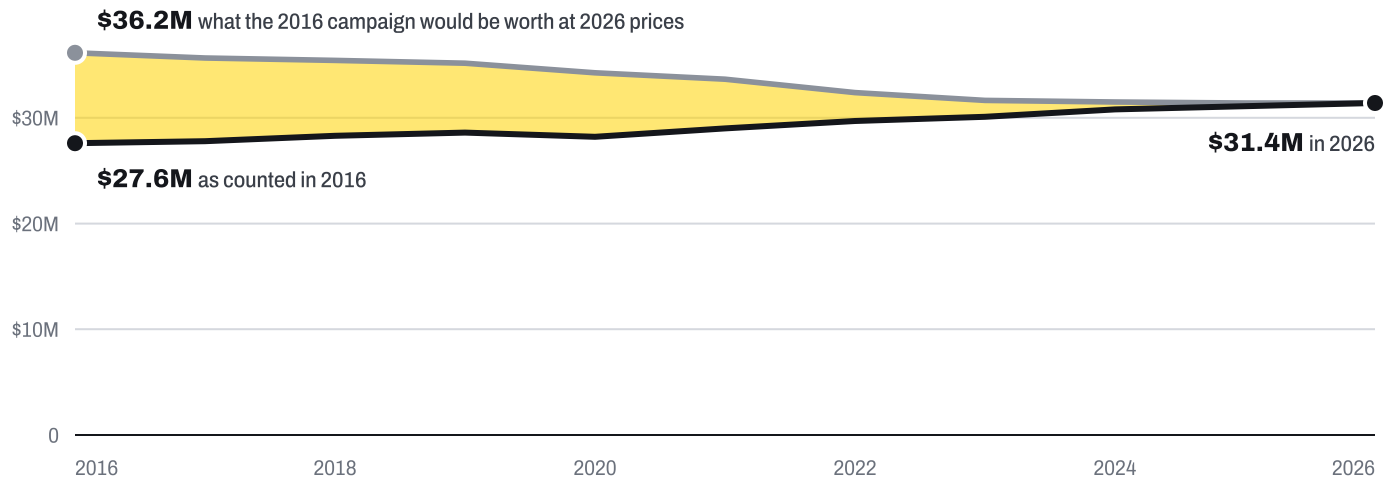
◆ **Ḥeshbon**: "Which Jewish communities prioritize their day schools?" (35 communities, fiscal 2014 to 2024), "Where does $100 to a Jewish Federation actually go?", "Your $100 is a tank of fuel. How far does it get into Israel?", and "It costs $853 a year to keep an American Jewish family of six secure" (143 communities, institution counts modelled). The community-wide security figure is our own estimate.

Who paid the fare?

The harder news is at the fare box. Our campaign raised more dollars in 2026 than in 2016, but those dollars buy less than they did.

Is the campaign growing?

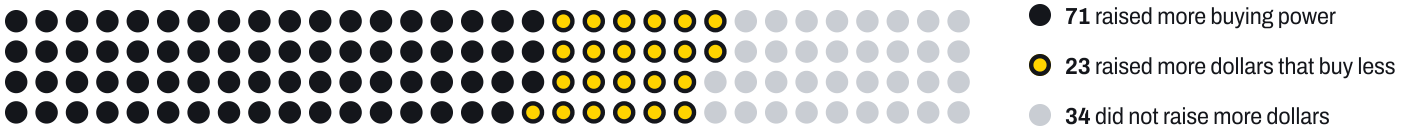
The black line is the campaign in dollars as we counted them each year. The grey line restates every year in 2026 prices, and the yellow gap between the two is lost buying power.



Source: the federation's campaign files, fiscal 2016 to 2026. The price adjustment assumes prices rose 31% over the decade.

In counted dollars the campaign grew 13.8%, from $27.6 million to $31.4 million. In buying power it shrank 13.2%, because the 2016 campaign would be worth $36.2 million at today's prices.

Are other communities in the same seat?



Each dot is one of 128 communities, comparing 2014-2016 with 2022-2024 (◆). Of the 94 that raised more dollars, only 71 raised more buying power. Our decade looks like the yellow dots.

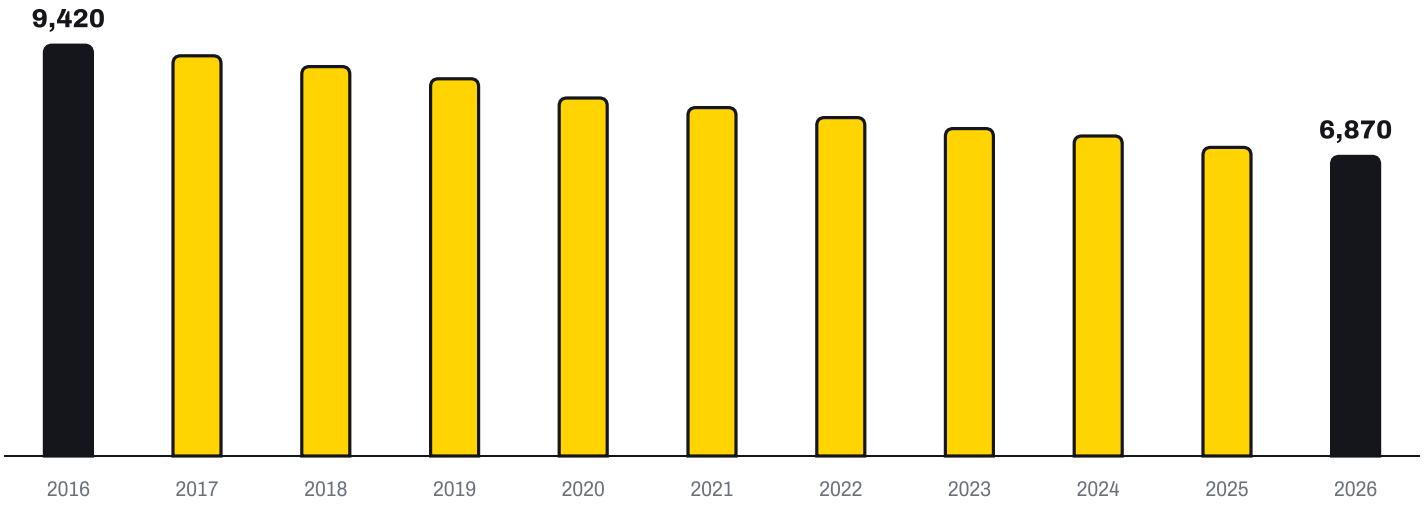
◆ **Ḥeshbon**, "When a federation raises less, where does the money go?" (128 communities, 2024 dollars).

Who is still riding?

Fewer households give to the campaign than ten years ago, and the ones who stayed give more.

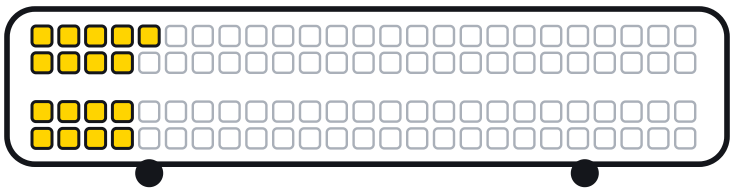
How many households give?

Each column is one year's count of donor households. The first and last years are in black.



We lost 2,550 donor households in ten years, more than one in four. Over the same stretch the average gift rose from $2,930 to $4,571, which is how a smaller crowd came to carry a larger fare box.

How full is the train?



Seat our community in a 100-seat car and about 17 seats hold a household that gave to the campaign. That is 6,870 of an estimated 40,400 Jewish households.

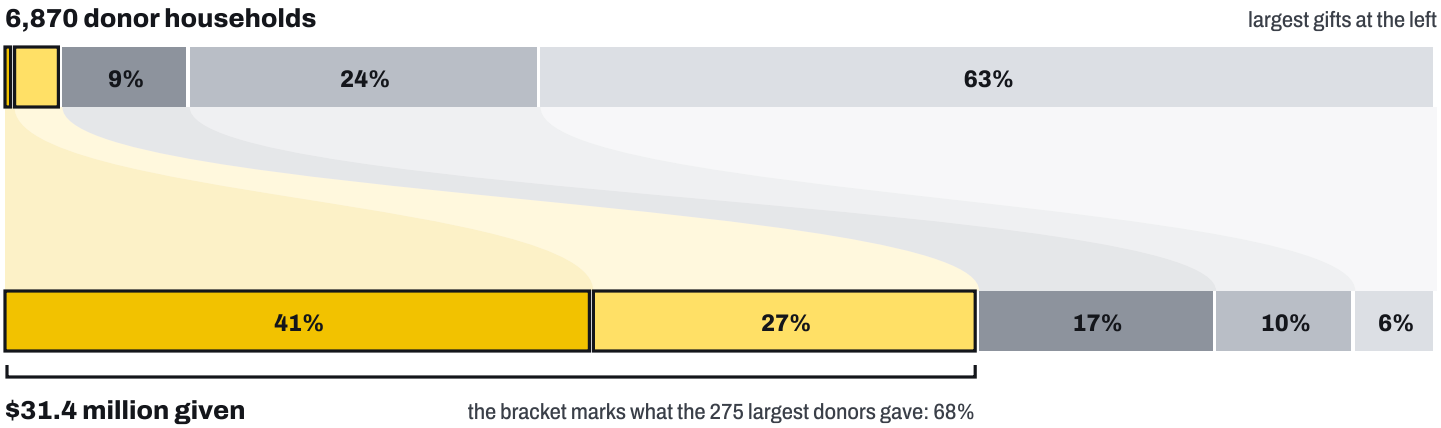
The giving is out there. Jewish-community ZIP codes report 4.34% of their income as charitable gifts, against 1.16% in look-alike neighborhoods (◆).

Source: the federation's campaign files. The household count is an estimate. ◆ **Ḥeshbon**, "Do some neighborhoods give more, or are they just richer?" (IRS 2022 ZIP data, 29 Jewish-community ZIP codes and 79 income-matched controls).

How much of the campaign rests on how few donors?

Sort our donors by the size of their gift and the campaign turns out to stand on a narrow platform.

The top bar is our 6,870 donor households, sorted by gift size. The bottom bar is the $31.4 million they gave. Follow a shaded band from top to bottom to see how much of the campaign each group carries. The two yellow groups are the 275 largest donors.



GIFT SIZE	DONORS	SHARE OF DONORS	GIVEN	SHARE OF CAMPAIGN
$100,000 and up	46	0.7%	$12.90M	41.1%
$25,000 to $99,999	229	3.3%	$8.46M	26.9%
$5,000 to $24,999	612	8.9%	$5.20M	16.6%
$1,000 to $4,999	1,683	24.5%	$3.05M	9.7%
Under $1,000	4,300	62.6%	$1.79M	5.7%
All donors	**6,870**	**100%**	**$31.40M**	**100%**

Source: the federation's campaign files, fiscal 2026.

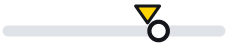
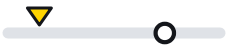
The two largest groups hold 275 households. They are 4% of our donors, and they gave 68% of the campaign.

We are grateful for every one of them. A system that leans this hard on so few riders also has to start earning the next 275.

So how do we compare?

Ten numbers from this report, each set beside a published benchmark.

On the small rulers the yellow arrow is us and the white stop is the benchmark. A grey stretch shows the published range where there is one, and every ruler starts at zero. The colored dot beside each measure names the line it belongs to.

WHAT WE MEASURED	US	BENCHMARK	ON A RULER	PLAIN READING
Overhead, share of all spending	13.9%	◆ 19.6% at the middle federation		Leaner than the middle
Cost to raise a campaign dollar	9.8¢	◆ 11.9¢ pooled		Inside the middle half
Spending that leaves as grants	74.0%	◆ 75.9% system-wide		A little under
Israel and overseas, of each $100	$21.02	◆ about $18.83		Somewhat more
Day schools, of each $100	$4.62	◆ $3.79		A larger slice
Day school grant per enrolled child	$1,043	◆ about $1,400 at the median school		Less per child
Organizations that received a grant	84	◆ middle 36, three-quarter mark 106		Wider than most
Security bill per family of six	$790	◆ $853 in the average community		Near the average
Grantees not funded again this year	7%	◆ roughly 37 percent		Partners can count on us
Campaign buying power, ten years	13.2% less	◆ 71 of 128 communities gained	no single benchmark figure	On the wrong side

Last year we funded 81 organizations, and 75 of them were funded again this year. Benchmark sources are listed on the last page.

Most of these rulers put us near the field or ahead of it. The two we watch most closely are the last row of this table and the chart on page 9. One shows a campaign that buys less each year, and the other shows a short list of households carrying most of it.

So: where did your $100 go?

Most of it, $86.06, reached a program or a partner, on six lines that end at 84 organizations. The fare was $13.94, which is ordinary for a federation our size. The part of the map we worry about is the platform, where 275 households now carry two-thirds of a campaign that buys 13% less than it did ten years ago.

What you can do

1. **Give again, and bring one household with you.** We lost 2,550 donor households in ten years. A first gift of any size puts a rider back on the platform.
2. **Ask us about any stop.** The full grant list behind this map, all 84 organizations with amounts, is yours on request.
3. **Tell us if you give through a fund or a foundation.** Those gifts board at a transfer station, and we would like to count them and thank you.
4. **Hold us to the fare.** We will print this map again next year with the same rulers.

What this map cannot show

A map shows where money went. It cannot show what the money accomplished, and a line that looks cheap may be a line that is underfunded.

We scaled the whole budget to $100, so no single gift was tagged and followed. The fare counts management and fundraising the way our auditors classify them, and other federations may draw that boundary in a different place. The buying-power line rests on one assumption about prices, and the household count is an estimate.

About this report

Ḥeshbon prepared this report from the federation's closed books, grant list and campaign files for fiscal 2026. The ◆ benchmarks come from **Ḥeshbon**'s published studies of federation tax filings, listed below. Every chart is drawn to scale from the same figures that appear in the text.

Where the ◆ benchmarks come from. Ḥeshbon: "Your $100 is a tank of fuel. How far does it get into Israel?" and "How much of a federation dollar survives the trip to Israel?" (146 federations, pooled fiscal 2018 to 2022). "Where does $100 to a Jewish Federation actually go?" (265 federations and foundation arms, 2014 to 2024). "Which Jewish communities prioritize their day schools?" (35 communities). "It costs $853 a year to keep an American Jewish family of six secure" (143 communities). "If your federation got a new chief executive, would you be able to tell?" (roughly 37 percent of organizations that received a grant one year do not receive one the next). "When a federation raises less, where does the money go?" (128 communities). "Do some neighborhoods give more, or are they just richer?" (29 Jewish-community ZIP codes and 79 income-matched controls).