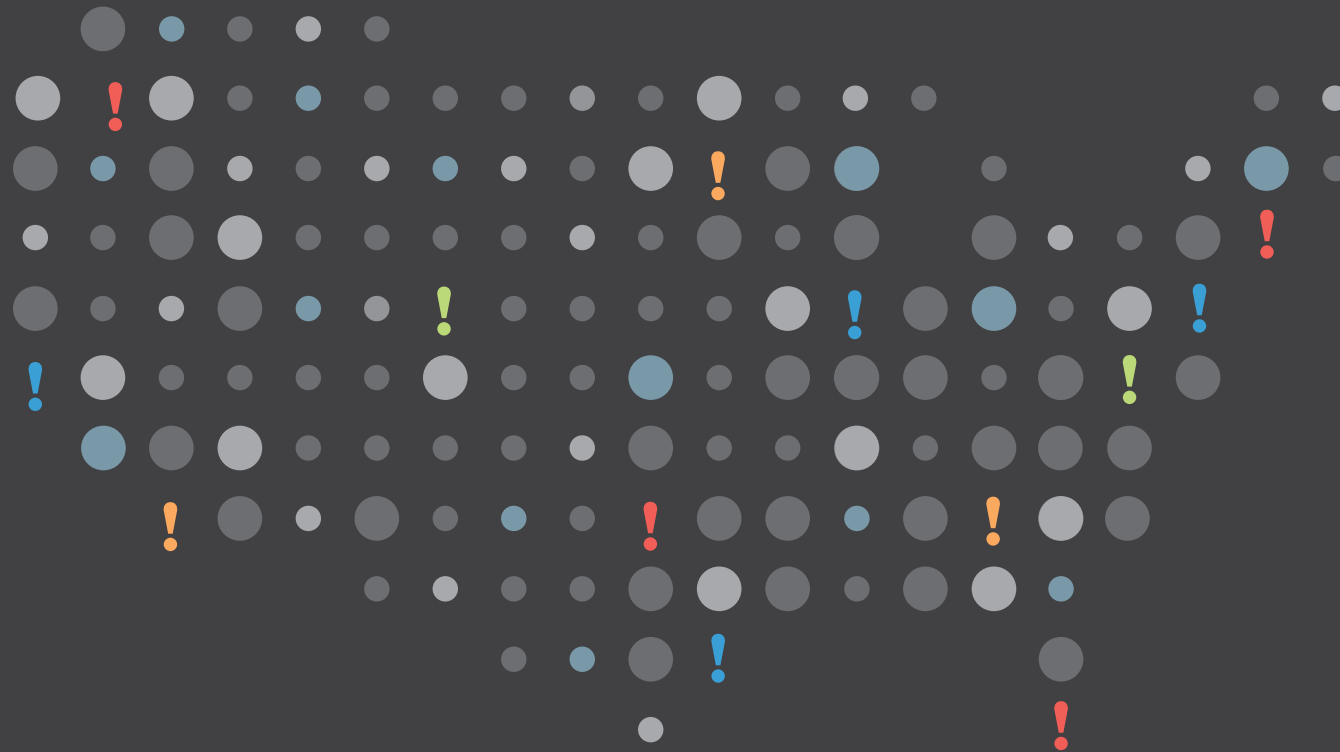


IN PARTNERSHIP WITH



# The Map of Opportunity

A PRACTICAL GUIDE TO PHILANTHROPY IN THE U.S.



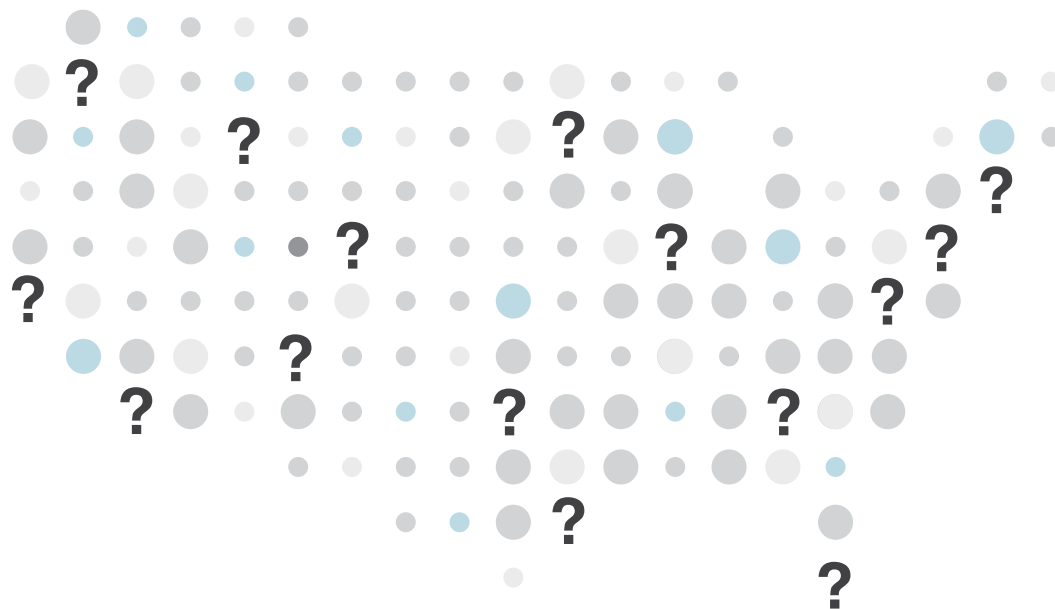
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# Where can we raise more money?



The need for our services feels endless.  
We must find the dollars to do more,  
but **WHERE** will we find the money?



**ROOM40'S MAP OF OPPORTUNITY HELPS NONPROFIT LEADERS ANSWER THIS FUNDAMENTAL QUESTION.**

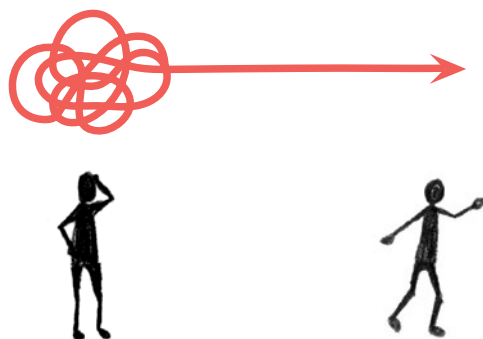
We present an actual map of philanthropy—The Map of Opportunity after which this report is named. The Map reveals the distribution of the \$333B in philanthropy in the U.S., showing the 381 metro areas from which 90% of it originates.

The Map includes data on individual, corporate and foundation giving by county for the top 50 philanthropic markets in the U.S. Beyond sharing this data, we will help you put it to use through three Insight to Action sections that will help you answer these critical questions:

1. How much philanthropy is in my market?
2. How much can I raise in my market over time?
3. What revenue target should I set for next year?

Of course, there is no silver bullet; The Map alone won't solve all your problems. However, it CAN inform and improve decision-making, helping you raise more money.





### This is HARD

The authors of The Map have served in almost every nonprofit management function: fundraising, program, operations, finance, chief executive. As our roles and responsibilities changed, so did our perspectives on what to do, when, and how...and experience sometimes makes life more complicated! In every nonprofit executive role, figuring out how much we could raise, and from where, was HARD.

Markets differ in many ways, including how much philanthropy exists, who gives, to whom, and why. Nonprofit leaders are constantly attempting to triangulate philanthropic potential (what's possible), fundraising competency (strength of the team), and capacity (size of the team), any of which can swing performance. A third of our folks set targets too high, a third too low, and the rest in the middle...but no one agreed on which third is which! Making decisions about how much we could raise and where felt like an expensive game of Russian Roulette: spin the chamber, pull the trigger, pray!

### The stakes are HIGH

In all cases, the stakes are high. If we overestimate how much we can raise, we over-extend our

teams and undermine our financial condition. If we underestimate how much we can raise, we forgo the opportunity to raise more money to serve more constituents, or to serve them more effectively.

### We are NOT ALONE

Our frustration was not unique and we were not alone in this struggle. We found the same issues in organizations with one location in a single market and those with many locations in many markets; those looking to sustain and those looking to grow; organizations with a budget as small as \$1 million and as large as \$250 million. The specifics varied, but they all wrestled with the same issues year after year.

When we turned to each other and our colleagues for advice, we found we were too often reinventing the wheel, and there were no easy ways to learn from each other. Thus, we struggled to make effective, timely decisions across our organizations and markets. We muddled through by trial and error, got some things right and some wrong, always learning. Our organizations ultimately survived our lessons and thrived.

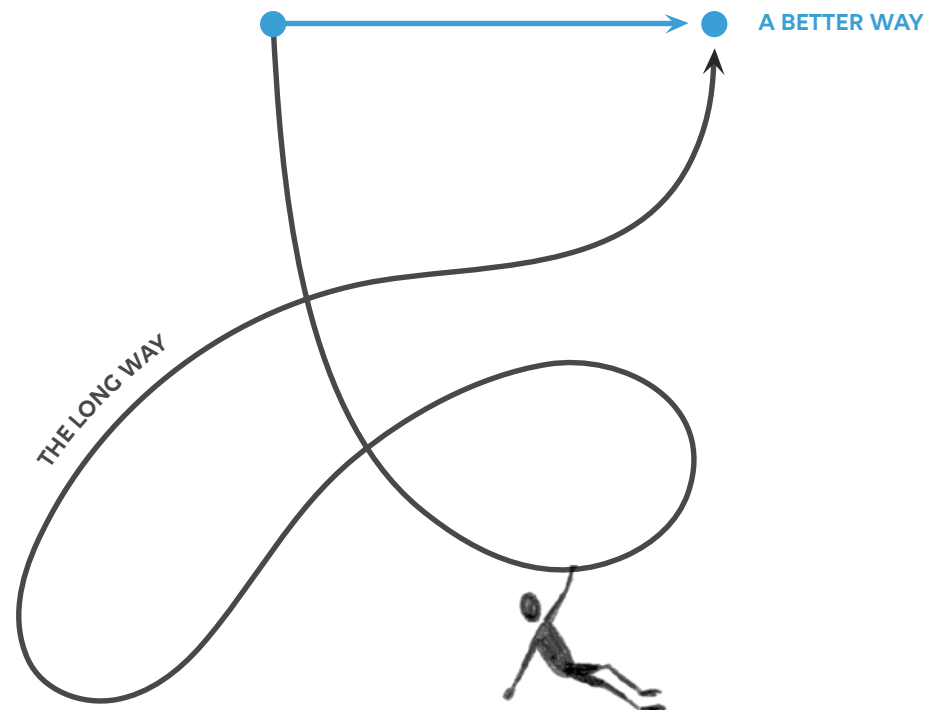
## There is A BETTER WAY

We knew more of the right information could be transformative for our organizations and those we serve. We decided there ought to be A Better Way...except when we looked around, there wasn't. For-profit analogues like Advisory Board, Corporate Executive Board, and Forrester Research gave us glimpses of what we wanted for the nonprofit sector. Higher demand for data by nonprofit leaders, and more data accessible at lower cost through cloud-based, off-the-shelf systems, made the creation of A Better Way possible, but it didn't exist just yet. We decided to make it happen. We founded The Room40 Group to help nonprofits learn from each other.

The Map is based on our proprietary **Fundraising Peer Performance Insights** work, where we combine philanthropic market information with nonprofit peer data to help nonprofit leaders make better decisions, faster. We believe this is truly A Better Way.

## It starts with THE MAP

The Map begins by providing important context for and foundational insights on “The Map of Opportunity,” an actual map of Philanthropy across the U.S.



Next, we present information never seen before: Market Overviews of the top 50 markets (e.g. New York, NY) detailing philanthropy by source (corporate, foundation, individual) and county (e.g. Bronx County). These overviews provide a common set of facts organized within a framework that helps us understand, communicate, and act.

Finally, we show how to move from insight to action through three practical guides (**Table 1**).

In each case, we combine a set of instructions (think IKEA) with an illustrative story based on real life experiences. We also provide a different perspective in each story to help anchor these examples in specific roles including Board Chair, Chief Executive Officer (CEO), Chief Development Officer (CDO), or Chief Operating Officer (COO).

All the above help us make better decisions about where and how to raise more money.

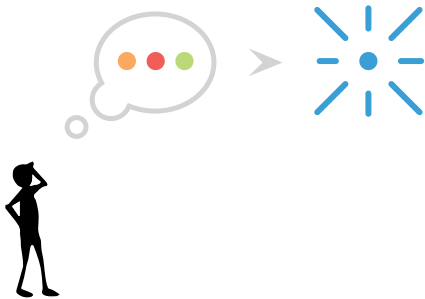






TABLE 1

Insight to Action Guides	Questions We Will Answer
<p><b>Orient Leadership to Markets</b></p> <p>We use The Map to create a shared understanding of our markets with our team—a prerequisite for making better decisions, faster.</p>	<ul style="list-style-type: none"> <li>• Where can I get data on the very different communities in which I fundraise?</li> <li>• How can I organize quantitative and qualitative “data” to create “information”?</li> <li>• How can I use this information to help my team communicate and learn more effectively?</li> </ul>
<p><b>Assess Market Potential</b></p> <p>One-third of what we raise is determined by where we are. We show how to combine The Map with peer data to assess the potential of a market.</p>	<ul style="list-style-type: none"> <li>• How can I assess my philanthropic potential, i.e. how much I can raise in each market?</li> <li>• How does my current philanthropic revenue compare to peers in each of my markets?</li> <li>• How can I use this information to help me plan for sustainability over time?</li> </ul>
<p><b>Set Annual Revenue Targets</b></p> <p>Now we get tactical and combine market potential with internal pipeline, competence, and capacity data to set revenue targets for next year.</p>	<ul style="list-style-type: none"> <li>• What factors do I need to consider in setting revenue targets?</li> <li>• How can I use these factors to inform revenue targets for each market?</li> <li>• How do I determine what resources I need and where to invest?</li> </ul>

FIGURE 10: The Four Executive Perspectives

				
IF YOU ARE A...	Board Chair	Chief Development Officer	Chief Executive Officer	Chief Operating Officer
YOUR CORE RESPONSIBILITIES ARE:	<ul style="list-style-type: none"> <li>• Define strategic vision, mid-to long-term goals</li> <li>• Hire/fire/evaluate CEO, including onboarding</li> <li>• Approve CEO-recommended strategy, budget</li> </ul>	<ul style="list-style-type: none"> <li>• Accountability for achieving revenue target</li> <li>• Create annual and multi-year fundraising plan</li> <li>• Lead national fundraising team</li> <li>• Oversee fundraising infrastructure and support</li> </ul>	<ul style="list-style-type: none"> <li>• Accountable for overall organizational performance</li> <li>• Create multi-year plan to meet goals set by the Board</li> <li>• Set annual plan and budget</li> <li>• Oversee leadership, including the CDO, COO</li> </ul>	<ul style="list-style-type: none"> <li>• Accountable for program and operating performance</li> <li>• Manage annual planning and budgeting process</li> <li>• Lead program, operating, and analytics teams</li> <li>• Oversee operating infrastructure and support</li> </ul>
YOUR LEADING ROLE IS:	<b>Insight to Action 1:</b> Orient Leadership to Your Markets <b>pg. 36</b>	<b>Insight to Action 1:</b> Orient Leadership to Your Markets <b>pg. 36</b>	<b>Insight to Action 2:</b> Assess Market Potential <b>pg. 45</b>	<b>Insight to Action 3:</b> Set Your Annual Revenue Targets <b>pg. 55</b>

# The Room40 Perspective

**THE MAP OF PHILANTHROPY PROVIDES A NEW PERSPECTIVE ON HOW NONPROFITS CAN IMPROVE, GROW, AND CHANGE.** It was created for the nonprofit executive faced with too many decisions, too little time and too much to get done. As you can see in our bios below, we've been there. We founded The Room40 Group to help our peers. Here is what makes The Room40 Group different:

## Consultants and executives

You have limited executive bandwidth to balance the day-to-day operations, deal with the crisis of the moment, and plan for the future. Room40 has experience “finding the answer” as consultants, and “making it happen” as executives. We use these complementary but different skillsets to cut through complexity and identify your most important decisions.

## Decisions, not just data

There's plenty of data available to you. Success is rarely about gathering more. Good decisions result from identifying and analyzing the right data. We work with our clients to create a strong initial hypothesis, and overlay available data to help you efficiently find the best path forward.

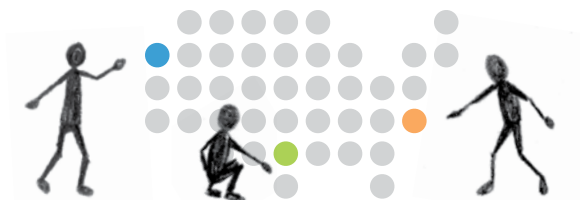
## Knowhow in executing strategy

Room40 helps answer the questions that every successful nonprofit faces at some point: Now that we have the right strategy in place, what comes next? We've been there as nonprofit executives, board members, and consultants. We have the experience and practical knowhow to help you execute your strategy efficiently and with limited resources.

## Pattern recognition, peer learning

Your organization and mission are unique. But the management challenges you face have almost certainly been tackled successfully by others. There's no need—and no time—to reinvent the wheel. We draw on learning from across sectors and organizations to get the right answer for you. We free your time for other important things.

These experiences shaped us and in turn this report.



## Who's behind all this?

THIS REPORT IS THE WORK OF THE ROOM40 GROUP, A CONSULTING AND ADVISORY GROUP THAT WORKS WITH THE LEADERSHIP OF NON-PROFITS TO HELP THEIR ORGANIZATIONS IMPROVE, GROW, AND CHANGE. The Room40 Group is led by Benjamin Mahnke, George Chu, and Anna Fincke, experienced nonprofit executives, strategy consultants, and board members. We've helped organizations of all sizes plan for growth, execute the plans, and adjust as necessary as reality differs from expectations. Along the way, we achieved some big wins, made our share of mistakes, and have both the lessons learned and scars to prove it. We want to help you experience more of the first and fewer of the second.

room40 group



**George Chu** is a hands-on executive with a record of delivering results in entrepreneurial, high-growth nonprofit organizations. As a consultant with Bridgespan and Arthur D. Little, George focused on defining strategy, creating buy-in, and leading execution and implementation from the frontlines to the executive team. George served as Chief Operating Officer, Chief Analytical Officer, and Chief Financial Officer for Citizen Schools, a nonprofit focused on improving schools. He serves on the Board of two social benefit corporations: Year Up Professional Resources and The Bridgespan Group Social Impact. George holds a BS in Mechanical Engineering from Worcester Polytechnic Institute and an MBA from the Sloan School of Management at MIT.



**Benjamin Mahnke** is a skilled executive with a broad range of experience in education, youth services, civic society, and family services. Prior to co-founding Room40, Ben served as Executive Director and Operations and Finance officer for several large nonprofits, most recently Facing History and Ourselves and Jumpstart for Young Children. In addition to his senior management experience, Ben provided strategic and management consulting services to dozens of nonprofit clients at The Bridgespan Group and also served on the boards of several organizations. Ben holds a BA from Wesleyan University and an MBA from the Kellogg School of Management at Northwestern University.



**Anna Fincke** is an experienced nonprofit executive with a knack for zeroing in on the key questions that lead to good decisions and the ability to translate strategy into day-to-day activities. Most recently, Anna was Vice President of Work Exchange Programs at CIEE, responsible for bringing 30,000 young people to the U.S. each year for cultural exchange programs in a highly regulated and quickly changing environment. Prior to CIEE, Anna was a Consultant with The Bridgespan Group and worked in a number of entrepreneurial, high-growth organizations, spanning industries from food to construction. Anna holds a BA from Harvard University and an MBA from the Tuck School of Business at Dartmouth College.

## So, our name...

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THE ROOM40 GROUP TAKES ITS INSPIRATION FROM A REAL PLACE USED DURING WORLD WAR I TO UNDERSTAND AND BREAK CODES. Early in the war the British stumbled across a German naval codebook. Cryptography as a discipline did not yet exist, so they gathered a team of diverse, smart folks together to see what they could do. The group included a military officer, a business executive, a biblical scholar, a German linguist, a Nobel-prize winning mathematician, and others. The two big things they all had in common were their ability to solve hard problems and that they met in Room 40 of the Old Admiralty Building in London. The group ended up cracking the German code and went on to generate lots of other actionable analysis over the course of the war. Like its namesake, the contemporary Room40 is a place where smart people from many diverse parts of the nonprofit sector come together to collaborate, analyze data, uncover meaning, and make progress toward a greater good.

Our overarching goal—with The Map and everything else we do—is to make nonprofit organizations more successful. The work nonprofits do is too important not to. And honestly, it ought to be easier than it has been. And now it is. Good luck! We're pulling for you.

We are deeply indebted to the dozens of nonprofit executives who worked with us to create this Map. Their observations, insights, skeptically arched brows, and lessons from their respective schools of hard knocks were invaluable. You've heard it from us before and it won't be the last time: thank you!

Finally, we welcome your reflections on The Map of Opportunity. We have no doubt there is room to enhance and improve. We want to hear how you use it. Please let us know your thoughts at [improvethemap@room40group.com](mailto:improvethemap@room40group.com).



# Why Philanthropy and How Does It Fit?



# Before diving in, a little context is important.

TO GIVE YOU A SOLID FOUNDATION FOR THE MAP (WHERE THE MONEY IS GEOGRAPHICALLY), WE'LL SPEND A COUPLE OF PAGES ORIENTING YOU TO THE NONPROFIT SECTOR AS A WHOLE—HOW BIG (IN DOLLARS), HOW MANY ORGANIZATIONS, AND WHERE REVENUE COMES FROM. We start with a definition of the sector. We show the sector is big, diverse, and complicated. We present revenue sources across the sector and how and where philanthropy fits. We'll explain why we're focusing on philanthropy and how philanthropy breaks down into individual, corporate, and foundation dollars. Finally, we outline the implications for analysis of the sector in general, and for this work specifically.

Those doing a casual read can skim this section. Those considering replicating the analysis should read closely. A faulty analytical framework can push one into blind alleys and twisted paths, leading to mistaken conclusions.

## The Nonprofit Sector Defined

The nonprofit sector is the set of tax-exempt organizations in the United States that meet the criteria outlined in Section 501(c) of the United States Internal Revenue Code. Yup, our sector is defined by that which we do not seek: profit! **Figure 1** (p. 11) outlines the types and numbers of organizations with this designation and how much revenue is generated by each.

## It's Big! It's Diverse! It's Complicated!

The nonprofit sector is Big—comprised of more than 1.5 million nonprofits<sup>1</sup> generating \$2,317 billion in revenue<sup>2</sup>. Economists estimate the sector represents 5 percent of gross domestic product (GDP)<sup>3</sup> and employs more than 10 percent of the workforce.<sup>4</sup> That puts us in third place behind retail and manufacturing...where is our bronze medal?!

- 
- 1 The Room40 Group estimate based on: McKeever, B. (2015). The Nonprofit Sector in Brief 2015: Public Charities, Giving, and Volunteering. Retrieved from Urban Institute <http://www.urban.org/research/publication/nonprofit-sector-brief-2015-public-charities-giving-and-volunteering>.
  - 2 The Room40 Group estimate based on: McKeever, B. (2015). The Nonprofit Sector in Brief 2015.
  - 3 McKeever, B. (2015). The Nonprofit Sector in Brief 2015.
  - 4 McKeever, B., Gaddy M. (2016, October 24). The Nonprofit Workforce: By the Numbers. Nonprofit Quarterly. Retrieved from <https://nonprofitquarterly.org/2016/10/24/nonprofit-workforce-numbers/>.

FIGURE 1: The Nonprofit Sector: Big! Diverse! Complicated!

2013 Nonprofit Sector Overview

	DESCRIPTION	NONPROFITS (IN THOUSANDS)	REVENUE (\$ IN BILLIONS)	PHILANTHROPY (\$ IN BILLIONS)
501(c)(3) Public Charities	Public Charities that register with the IRS. This category represents what most think of as “nonprofits” and the majority of Nonprofit Sector organizations and dollars.	954	\$1,751	\$236
Unregistered	Exempt organizations that are not required to register with the IRS, primarily churches for our purposes.	110	\$30	\$30
Other Registered Nonprofits	A myriad of other tax exempt organizations, most of which are only eligible to receive charitable (i.e. deductible) contributions under specific circumstances.	456	\$536	\$67
TOTAL		1,520	\$2,317	\$333

Sources: The Room40 Group estimates based on: McKeever, B. (2015). The Nonprofit Sector in Brief 2015: Public Charities, Giving, and Volunteering. Retrieved from Urban Institute <http://www.urban.org/research/publication/nonprofit-sector-brief-2015-public-charities-giving-and-volunteering>. Giving USA: The Annual Report on Philanthropy for the Year 2015 (2016). Chicago, IL: Giving USA Foundation™.

Size plus diversity equals complicated, so we need to be careful in constructing our analysis.

The sector is diverse. When we think of nonprofits, charitable organizations—such as Big Brothers Big Sisters, local food pantries, and homeless shelters—come to mind. But 501(c)(3) charities also include large institutions such as foundations (e.g. Bill & Melinda Gates), universities (e.g. Emory University), hospitals (e.g. Cedar-Sinai Medical Center), faith-based institutions (e.g. the Roman Catholic Church or local Zen Center), and museums (e.g. the Rock & Roll Hall of Fame & Museum). Furthermore, there are nearly thirty other types of nonprofit organizations, including civic leagues, chambers of commerce, recreational clubs, and our personal favorite, fraternal beneficiary societies such as the Elks Lodge or Freemasons (They always have great hats).

Size plus diversity equals complicated, so we need to be careful in constructing our analysis.

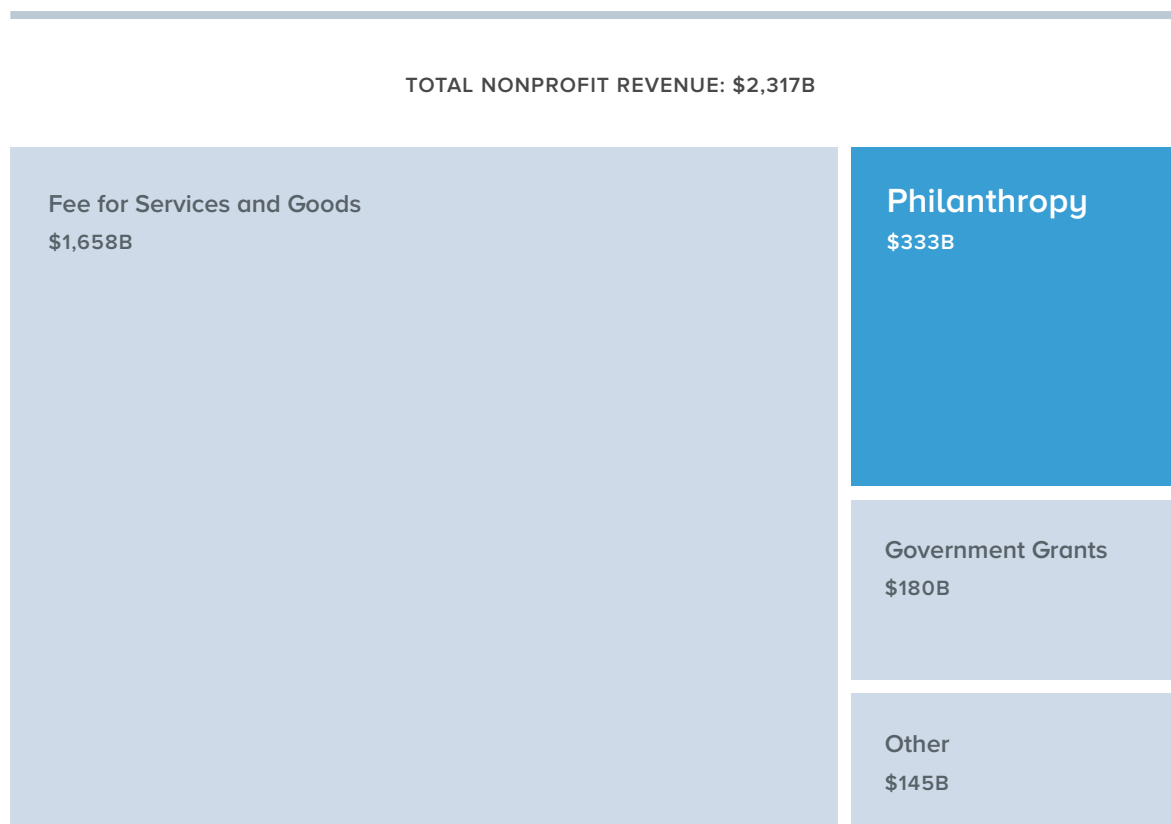
## Why Philanthropy?

“Why focus on philanthropy?” you ask. Great question, particularly since, as **Figure 2** shows, fees for services and goods is the dominant revenue generator, representing more than two-thirds of total nonprofit sector revenue.

Here’s why we are NOT focusing on fees for services and goods: Revenue from fees for services and goods is dominated by a relatively small number of institutions such as hospitals (via insurance reimbursements, Medicare, Medicaid, etc.) and universities (via student tuition and fees). In most of those cases, the “unit of analysis” (who or what being studied) should be “hospitals” or “health care” regardless of tax status, not the “nonprofit sector.” With rare exceptions, fee-based models are a function of our business, not something we choose. This limits the applicability to different circumstances.

Here’s why we ARE focusing on philanthropy. First, it’s big—the second biggest source of funds at \$333 billion in 2013<sup>5</sup>. Next, philanthropy is flexible; people and organizations are willing to fund a wide variety of issues and activities. Finally, philanthropy is ubiquitous; it’s a significant source of revenue for most nonprofits, particularly the 501(c)(3) organizations who constitute the primary audience for The Map. The insights, best practices, and lessons learned we present are broadly applicable across this audience. We firmly believe there is much we can learn from each other despite (or even because of) our differences!

**FIGURE 2: More than Two-Thirds of Revenue is Fee For Service; Philanthropy is #2**



Sources: The Room40 Group estimates based on: McKeever, B. (2015). The Nonprofit Sector in Brief 2015: Public Charities, Giving, and Volunteering. Retrieved from Urban Institute <http://www.urban.org/research/publication/nonprofit-sector-brief-2015-public-charities-giving-and-volunteering>. Giving USA: The Annual Report on Philanthropy for the Year 2015 (2016). Chicago IL: Giving USA Foundation™.

<sup>5</sup> Giving USA: The Annual Report on Philanthropy for the Year 2015 (2016). Chicago, IL: Giving USA Foundation™. Yes, this figure has increased to \$373 billion in 2016 per same report – but we are sticking with a common base year for the analysis, and 2013 is the latest common date across sources.

## Sources of Philanthropy

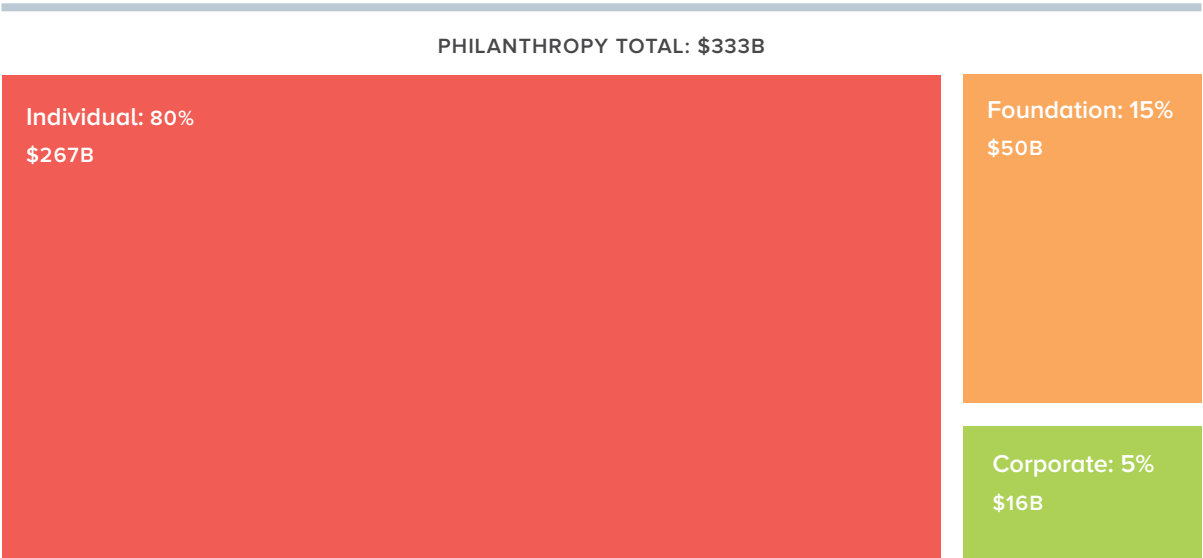
Philanthropy has three major sources (see **Figure 3**): Individual: by far the largest, representing ~80 percent of philanthropy; Foundation: representing ~15 percent; and Corporate: representing ~5 percent.

80 / 15 / 5 is a useful rule of thumb for comparing markets. Most fall near to this benchmark with some interesting nuances by market. There are also some major exceptions such as Seattle, where mega-philanthropists like Bill & Melinda Gates skew the numbers. A little more about each source of philanthropy below:

**Individuals** are by far the largest source of philanthropy, totaling \$267 billion in 2013. Individual philanthropy is also the most fragmented, with several hundred million current and potential donors, each with different motivations, histories, and capacities to give. Included in this figure is the \$5 we gave to support the neighborhood kid's hockey team, our \$200 annual gift to the soup kitchen where we volunteer every Thanksgiving, the \$75 we sponsored our spouse to run a 5K for a cause, the \$15 we put in the church collection, and the \$10 we hastily promised the student phone-a-thon victim from our alma mater so we could hang up and resume binge-watching Game of Thrones.

Also included are the \$500,000,000 gift by Philip and Penelope Knight to the University of Oregon, Sheryl Sandberg's \$107,200,000 gift to the Sheryl

**FIGURE 3: Individual Giving is Dominant Source in Total, but also the Most Fragmented**



Sources: Giving USA: The Annual Report on Philanthropy for the Year 2015 (2016). Chicago, IL: Giving USA Foundation™.

Sandberg & Dave Goldberg Family Foundation, the \$25,000,000 from Brian and Aileen Roberts to the Children's Hospital of Philadelphia, and the \$5,000,000 from Les and Pam Muma to Junior Achievement of Tampa Bay<sup>6</sup>. This category does not include any donations to political campaigns.

For those of us salivating over the biggest box in the figure, we say, "beware of the 1% Fallacy."<sup>7</sup> Finally, note that ~40% of individual philanthropy goes to religious congregations, missions, religious media and other related organizations, so depending on what we do, we may not be the most likely candidate for that slice of the pie.

6 Big Charitable Gifts Database. (2017, March 15). Chronicle of Philanthropy, Retrieved from <https://www.philanthropy.com/factfile/gifts>.

7 Our version of the 1% Fallacy: In business school, classmates focused on creating world-conquering start-ups would often look at China, one of the most populous and highest growth markets in the world, and say "There are a billion people in China. All I need to do to be successful is to get one-tenth of one percent to buy my product!". It turns out, soliciting a million people, in a diverse, complex, and geographically dispersed nation is quite difficult after all. Yes, individual philanthropy is a target rich environment, but each person is a relationship. Here is the more traditional version: Sherman, E. (2013, March 12). The 1 Percent Fallacy. Inc., Retrieved from <https://www.inc.com/erik-sherman/the-1-percent-fallacy-that-trips-many-entrepreneurs.html>.

**Foundation** includes all philanthropy from foundation sources, except corporate foundations and corporate giving programs. Foundations are nonprofit corporations or charitable trusts that make grants for charitable purposes. There are two types: private foundations controlled and funded by a family or individual, such as the Bill & Melinda Gates Foundation; and public foundations funded by a variety of sources, such as The Greater Kansas City Community Foundation. Foundations are the second largest source of funds, totaling \$50 billion in 2013<sup>8</sup>.

**Corporate** includes all philanthropy by companies, including funds given through corporate foundations or corporate giving programs. This figure includes laptops donated by a technology company to the local mentoring program, a \$5,000 cash gift to a national nonprofit promoting STEM and matching employee gifts. Corporations are the third largest source of nonprofit philanthropy, totaling \$16 billion in 2013.

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<sup>8</sup> Giving USA: The Annual Report on Philanthropy for the Year 2015 (2016). Chicago, IL: Giving USA Foundation™.

## Define Analysis with Care!

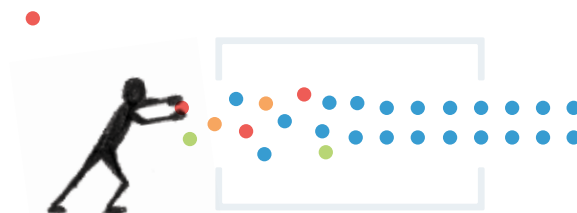
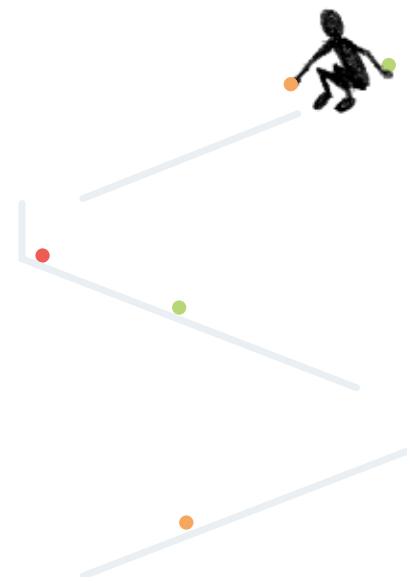
So far, we've learned the sector is defined by what it does not seek and that it is big, diverse, and complicated. We see revenue is raised from myriad sources that differ greatly depending on which part of the sector we inhabit, the availability of different options and the strategy we've chosen. All of this makes analysis challenging.

To generate valuable insights, we need well-defined questions, clear understanding of how data can inform those questions, and a unit of analysis that will yield a meaningful answer. In the absence of these, it often feels as if there is a lot of data but no information, if you know what I mean.

---

**Data** / 'dātə / *noun* Facts and statistics collected together for reference or analysis.

**Information** / infər'māSH(ə)n / *noun*  
Data that has been processed, organized, and structured within a given context such that it conveys meaning.



Our first step was to narrow our lens from “revenue” to “philanthropy” for all the reasons above. Otherwise, we might conclude that an afterschool program serving low income students should start charging Harvard-level tuition.

Next, we identified several questions we struggled to answer effectively as executives:

**How can we create a shared understanding of our philanthropic markets?** Individual team members often have very different impressions, experiences, and beliefs about the places in

which we fundraise. Not surprisingly, we found it difficult to agree on what to do in the absence of shared understanding.

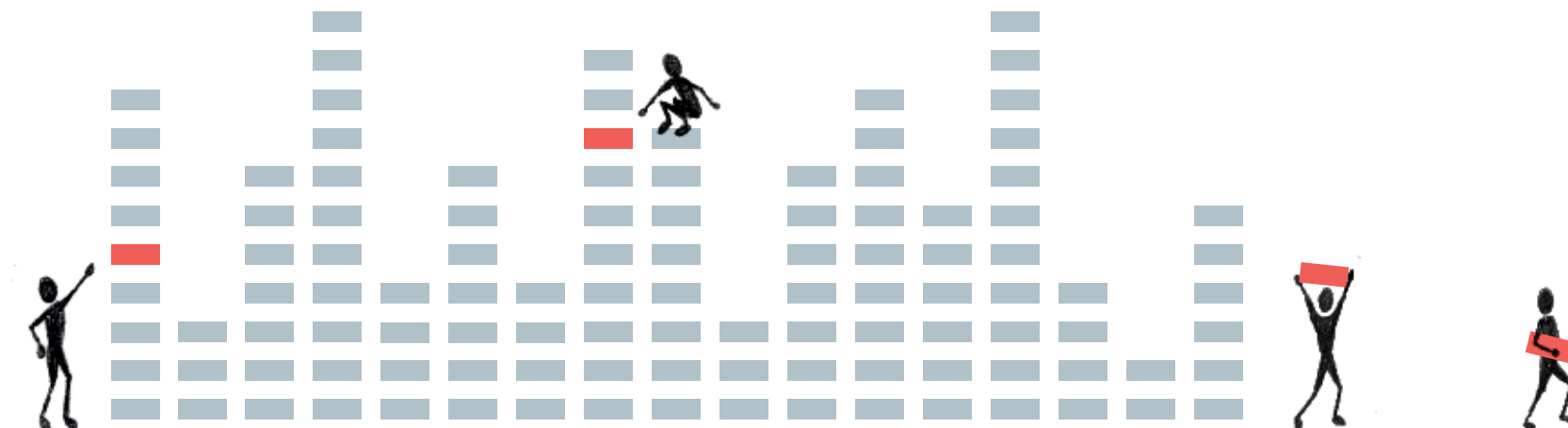
**How can we assess fundraising potential for each market?** Experience tells us philanthropy is highly localized. Understanding is a big leap forward, but how do we move to “what is our fundraising potential?”

**How can we set ambitious and achievable revenue targets?** Potential tells us how much we can raise if we do all the right things, which takes time.

How much can we raise *next year* based on where we are *right now*?

All the above led us to use metropolitan areas, or “markets,” as the primary unit of analysis. Otherwise we might conclude an arts organization in Albuquerque raising \$1,000,000 is underperforming relative to an identical organization raising \$2,000,000 in New York City when the opposite is probably true!

How we came to answer these questions is the subject of the following sections. Let’s keep going!



## THE LONG AND SHORT

1. The Nonprofit Sector in the U.S. consists of any organization with tax exempt status as defined by the IRS.
2. Consequently, the Nonprofit Sector is big, diverse, and complicated!
3. We focus on philanthropy because it's a big, flexible, and ubiquitous source of revenue for our primary audience, 501(c)(3) organizations.
4. Philanthropy has three sources: Individual (80%), Foundation (15%), and Corporate (5%).
5. To generate valuable insights, we need a well-defined set of questions, clear understanding of how data can inform those questions, and a unit of analysis that will yield a meaningful answer.

**Philanthropy is concentrated;  
philanthropy is local; and market  
size really does matter!**



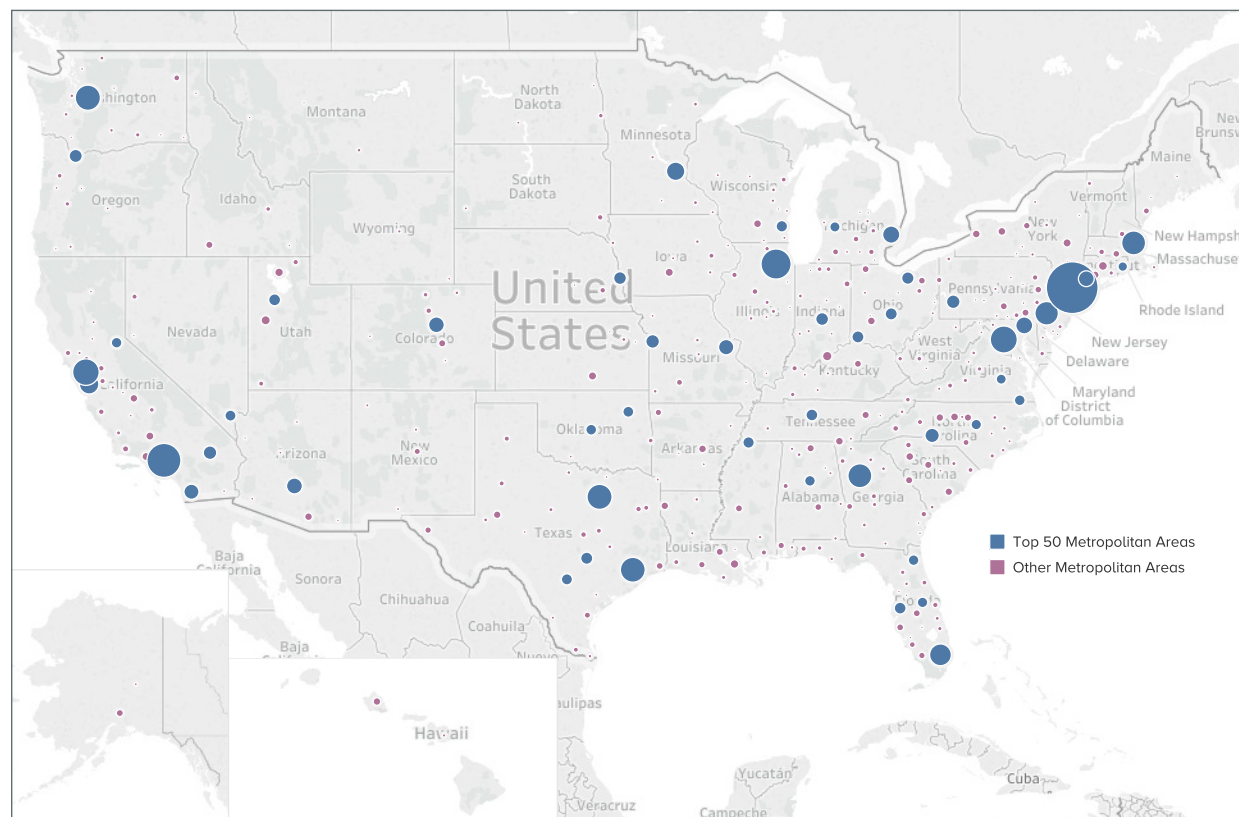
IN THIS SECTION, WE WALK THROUGH THE THREE INSIGHTS THAT ARE THE FOUNDATION FOR THE MAP OF OPPORTUNITY: PHILANTHROPY IS CONCENTRATED; PHILANTHROPY IS LOCAL; AND MARKET SIZE REALLY DOES MATTER!

## Philanthropy is Concentrated

Look at **Figure 4**. This is “The Map” that inspired the name of this report. It shows all 381 metropolitan statistical areas<sup>9</sup> or “markets” in the U.S. These metropolitan areas are represented by colored circles, the size of which is proportionate to the amount of philanthropy originating from that location. The big blue dots are the top 50 largest philanthropic markets in the U.S., the focus of this report. The brown freckles are the remaining 331 metropolitan areas. Excluded from The Map are micropolitan areas and rural counties, AKA “Everywhere Else”.

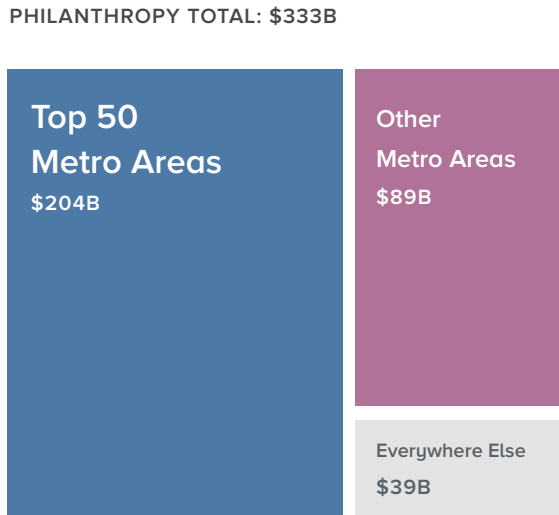
<sup>9</sup> Metropolitan Statistical Area (MSA) is used to define each “market” and is our primary unit of analysis. The definition is useful because it (a) is based on population density and economic ties, which are relevant given philanthropy’s localized nature; (b) provides a standardized approach for all 381 MSAs in the United States; and (c) many other data sources, studies and reports also use the MSA as their unit of analysis. Note, we also break down philanthropic market data within the MSA down to the county level. This is useful to understanding the dynamics of philanthropy within a market.

FIGURE 4: The Map of Opportunity – Philanthropy in the 381 Metropolitan Statistical Areas in the U.S.



Sources: See Appendix B: Primary Sources for The Map of Opportunity.

**FIGURE 5: Two-thirds, or \$204 of the \$333 billion in philanthropy originates within the top 50 markets**

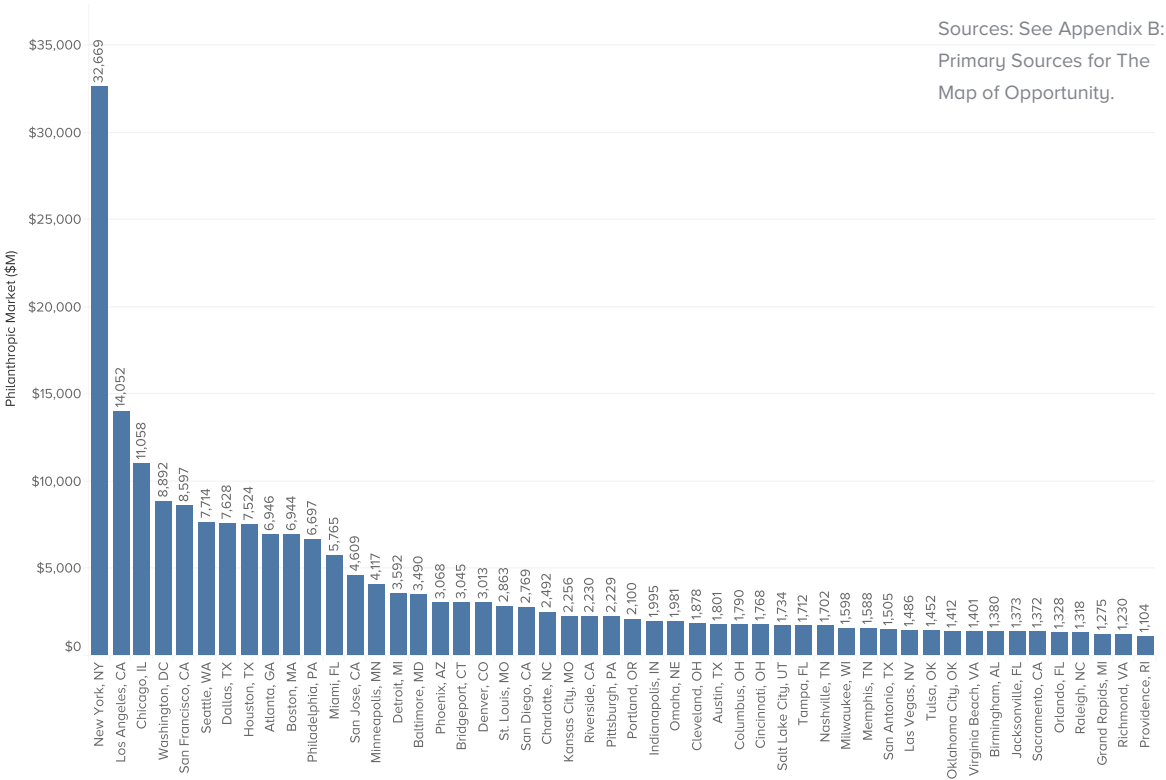


Sources: For total philanthropy: Giving USA: The Annual Report on Philanthropy for the Year 2015 (2016). Chicago, IL: Giving USA Foundation™. For breakdown by metropolitan area see Appendix B: Primary Sources for The Map of Opportunity.

As we can see in **Figure 5**, The top 50 markets represent two-thirds or \$204 billion of all philanthropy.

Finally, there is significant concentration even within the top 50. **Figure 6** takes a closer look at those top 50 markets in snazzy bar chart form. Even among this small group of large markets there is a strong concentration towards the left...and holy New York, Batman!

**FIGURE 6: The Top 50—No. 1, New York is 30x bigger than No. 50, Providence!**



### Philanthropy is Local

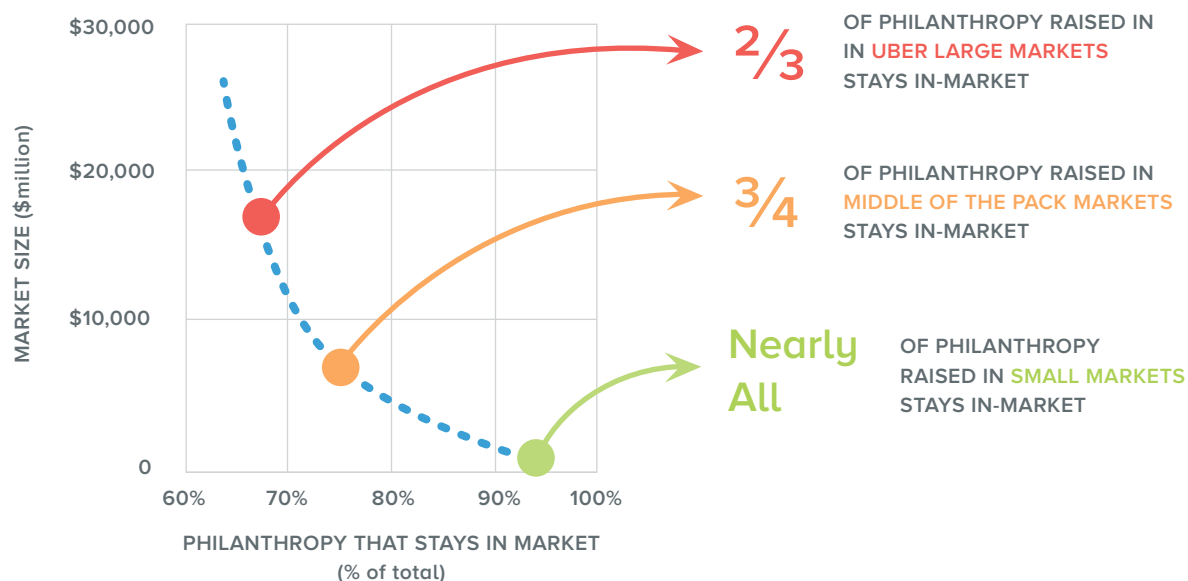
To understand how much money a nonprofit organization can raise in a market, we need to know how much of the philanthropy originating from that market stays in that market. For example, a New York foundation might allocate a portion of funding to New York City programs, a portion to programs operating in other U.S. cities and a portion to fund international work.

The answer: Proximity matters. People give to missions, organizations, and people with whom they have a relationship or affiliation. “Local” is only one dimension, but it is a dominant one. Our analysis suggests that the larger the market, the larger the percent of funds that donors direct outside their own neighborhood. The data here is admittedly anecdotal but triangulates well. See the sidebar on page 20 for a synopsis of our approach.

What did we learn? For the uber large markets (over \$10 billion), we estimate two thirds of the revenue stays in market and one third goes to organizations in other markets, domestic or international. For the middle of the pack (~\$3 to \$10 billion), about three quarters stays in and one quarter goes elsewhere. As markets get smaller (less than \$3 billion), in-market dollars approach 100%. See this “Room40 Rule of Thumb” in **Figure 7**.

This information has some interesting implications for how we might construct an ask. In larger markets, we might appeal to individuals with roots in another of our communities, e.g. a New York donor raised in Montgomery, AL might be willing to invest in both places. Finally, note there are, of course, exceptions to these general rules of thumb. Hi, Seattle and Mr. Gates! Also check out the the sidebar.

**FIGURE 7: How Much Philanthropy Raised From a Market Stays In-Market? A Room40 Rule of Thumb**



Sources: See sidebar.

10 Giving in Chicago (2015). Indianapolis, IN: The Indiana University Lilly Family School of Philanthropy.

## Origins of the Room40 Rule of Thumb

The flow of philanthropy in and out of markets is complex to measure. We can get a sense of this from several perspectives: Foundation Center helps us see both who gives and who receives foundation dollars. Studies like “Giving in Chicago” by the Lilly Family School of Philanthropy at Indiana University help us understand specific markets at a point in time<sup>10</sup>. Peer data by market provides organization-level data on how much is raised, from whom, and for what purpose. We also have our own anecdotal experience cultivating donors, crafting proposals, and discussing use of funds with donors across a wide variety of circumstances and markets. We “triangulated” the above information to develop our Rule of Thumb and then road-tested it with dozens of our nonprofit colleagues. So far, we’ve found the rule to be a helpful, practical (if imperfect) guide. We welcome feedback based on your own knowledge and experience.

## Exceptions to the Rule!

Rules of Thumb are famous for being useful but imperfect, so we thought we’d highlight an exception-to-the-rule for you. Seattle, WA is the 6th largest market in the U.S. with \$7,714 million of philanthropy. Roughly \$3,606 million of that total originates from the Bill & Melinda Gates Foundation (BMGF), of which \$63 million supports work within Washington State and the remaining \$3,543 million leaves the Seattle, WA market. If we assume for simplicity that only BMGF dollars leave the Seattle, WA market this means 54% (= [ $\$7,714 - \$3,543$ ] /  $\$7,714$ ) of philanthropy stays in-market. This is significantly less than our Rule of Thumb, and would indicate something between two-thirds and three-quarters after adjusting for just one (extremely atypical) foundation. How atypical: is BMGF? BMGF alone granted more money in 2013 than every foundation in the Chicago, IL market!

## Yes, market size really does matter!

Our analysis indicates that one-third of what we raise is determined by the size of the market in which we operate. Think about that for a moment: one-third for market size ALONE. We aren't (yet) looking at other market factors such as demographics, socioeconomics, culture or ratio of Red Sox to Yankees fans. Nor are we (yet) looking at important organizational factors like, oh I don't know, mission, strategy, how many fundraisers we have or how good they are! That's a little wacky, no?

Wacky but true! Below is an abbreviated version of how we developed that rule with some editorial comments on our use of data. Check out the sidebar on page 22 for more.

**First**, we took the philanthropic dollars by market we saw earlier in **Figure 6**. This data becomes our X-axis in a moment, so let's hold this in our heads.

**Second**, we collected philanthropic revenue data for more than a dozen multi-site organizations raising money in multiple metropolitan areas. For

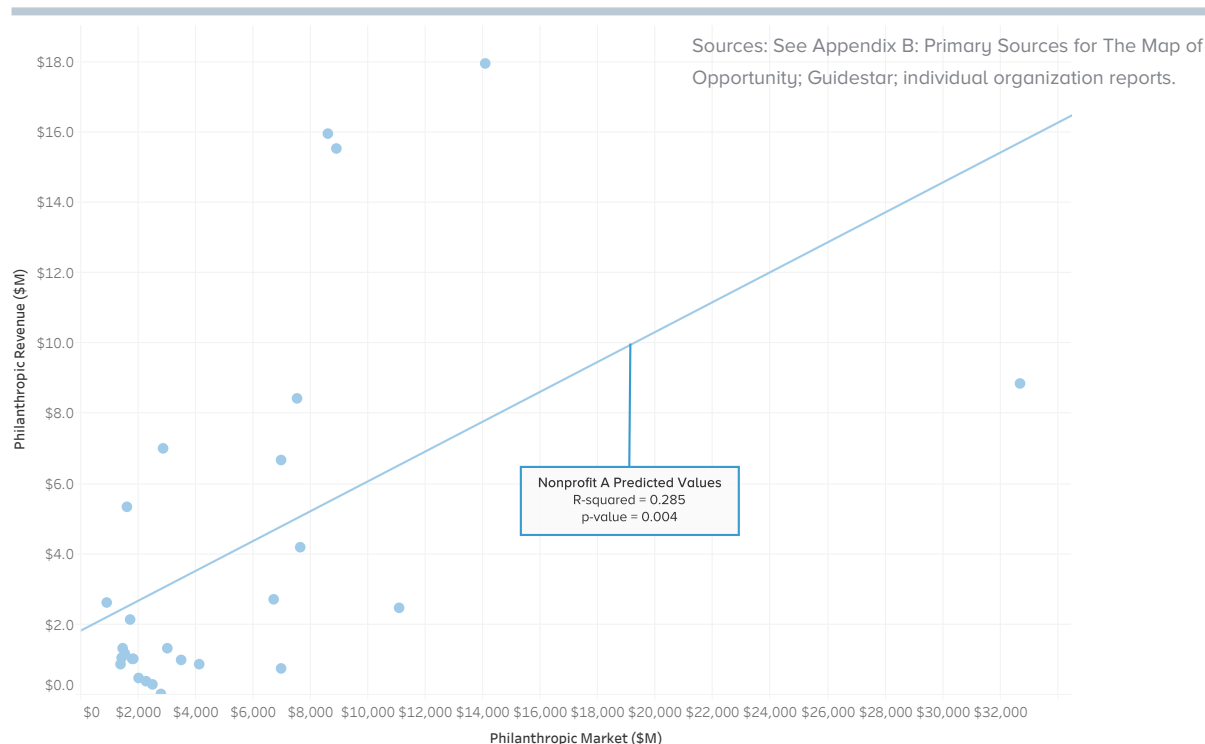
example, Nonprofit A raised \$112 million across twenty-seven markets in the following amounts: \$8.9 million in New York, NY; \$18.0 million in Los Angeles, CA; \$2.5 million in Chicago, IL; and so on and so forth. This becomes our Y-axis in a moment.

**Third**, the moment is here! We created a scatter plot with each of Nonprofit A's sites becoming a "dot". For example, Nonprofit A's New York office is (\$32,669 million, \$8.9 million), Los Angeles, CA is (\$14,052 million, \$18.0 million), and Chicago is (\$11,058 million, \$2.5 million), so on and so forth for the remaining twenty-four markets. This gives us **Figure 8**, a plot of Nonprofit A's revenue by market for each of its twenty-four offices.

**Fourth**, we performed a linear regression analysis to quantify the correlation between revenue and market size, represented by the line in **Figure 8**. The r-squared in the box is a measure of "fit" between the observations (dots) and the predicted values (line) and indicates, for this example, market size "explains" 0.285 or 29% of the variation in revenue for Nonprofit A.

**Fifth**, we wash, rinse, and repeat steps one through four for the other dozen organizations. All of the organizations have a significant correlation with r-squared values of 10% to 75%—a big range! The mean and median r-squared of the sample are both ~33%. It is from this last calculation that we derive our rule of thumb: that one third of what we raise is determined by where we are.

**FIGURE 8: The Relationship Between Market Size and Revenue for Nonprofit A**



## The Room40 Use and Abuse of Statistics!

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FOR OUR FELLOW DATA GEEKS, KNOW WE RECOGNIZE WE ARE USING INCOMPLETE, IMPERFECT DATA OF VARIABLE QUALITY AND COMPARABILITY AND THAT WE ARE PLAYING A LITTLE FAST AND LOOSE WITH THE RULES OF STATISTICS. Data on philanthropy can be sketchy, compiled from various sources over various time periods, and we've made assumptions to fill in the gaps. Our approach is empirical in nature, but we also rely upon our judgment and experience to make some analytical leaps that might make some cringe. For example, we need to be careful in how we think about correlation and causation. We know the world isn't so simple as to say "big" automatically equals "raise more."

Here's why we argue this is OK: we are helping folks make the best possible decisions based on available data, not proving the existence of the Higgs boson. Our conclusions also fit our intuition and experience. We've road-tested our thinking with dozens of nonprofit leaders. We make the case "Good Enough!" but welcome your feedback and thoughts to the contrary!

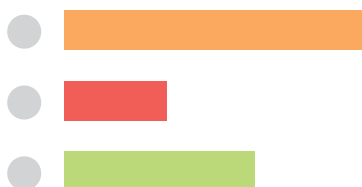
## THE LONG AND SHORT

1. Philanthropy is concentrated. The top 50 markets represent two-thirds of philanthropy, thus the focus of The Map.
2. Within the top 50, there is a high concentration among the biggest markets.
3. Proximity is important. Money that is given in a market, for the most part, stays there.
4. Yes, Market Size Really Does Matter. One-third of what we raise is determined by where we are.

The three insights we covered in this section are important for understanding what is broadly true across markets. Understanding the specifics of individual markets is the subject of our next section.

# Red Sox Nation!

# Ok, enough with the context and rules of thumb! Let's get to the data!



**IN THIS SECTION, WE WILL USE OUR HOMETOWN, BOSTON, TO INTRODUCE YOU TO THE DATA BEHIND THE MAP.** We'll show you how to use The Map as a valuable communication tool, and how qualitative experience and knowledge are as important as the quantitative data. Sit back and get ready to see Boston, land of wicked awesome beans, chowdah, lobstah, and steamahs, in a whole new way. We'll combine local knowledge of the market with the data in the Market Overview to create a foundation that will lead to insight—and then to action. Consider this our “answer key” to the Top 50 Market Overviews at the end of this report.

## The Map is a Communication Tool!

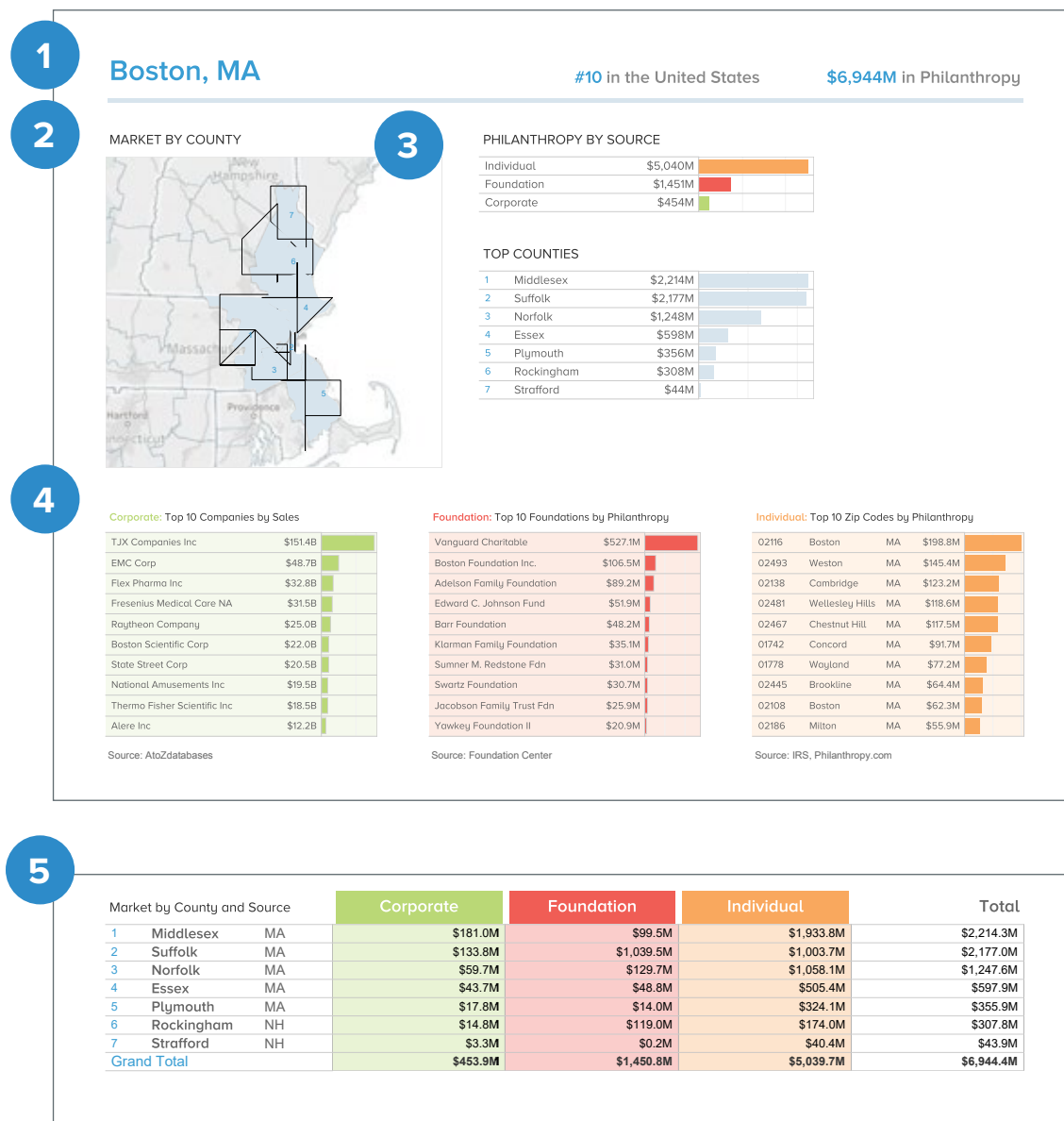
An executive once asked us how The Map would help their top local fundraiser in Alabama who knew “every gas station, residence, warehouse, farmhouse, henhouse, outhouse, and doghouse in the area.” What could this tell him that he didn't already know?

When it comes to his own neighborhood, only so much. But this framework and information, coupled with his years of experience and accumulated knowledge, can help him understand how his neighborhood compares with other places his organization works—and might work in the future. The Map can help him orient his staff leadership, board, and volunteer fundraisers to their shared fundraising strategy. It can assist in onboarding and training new staff and supporters. It forms the basis for how, together, the Room40 Group and his organization can identify successful strategies used by peers in his own neighborhood and in other places around the country, helping us to find the dollars to do more everywhere we operate.

## Interpreting the Market Overview

The Market Overview has five sections. See **Figure 9**. For each section, we show you what's there, what it means, and how to use it. We blend the quantitative data with our knowledge of Boston as we do so; just as you would for any of the markets included in this report. Note, all figures may not add up due to rounding.

**FIGURE 9: Five Section Market Overview**





1

Boston, MA

#10 in the United States\$6,944M in Philanthropy

The Header Section tells us the market name, rank, and amount of philanthropy originating from that market in millions of dollars.

What it Means:

Let’s explore what this tells us about Boston, other than the name of this cradle of liberty. In the middle of Box 1 we see that Boston is the 10th largest philanthropic market in the United States. On the right, we see that the total annual philanthropy originating from Boston is \$6,944 million.

How to Use It:

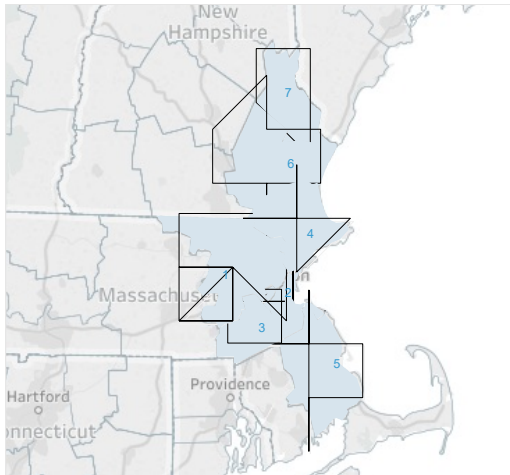
This section immediately tells us the absolute and relative size of the market. First, the absolute size of the market: \$6,944 million dollars, which is almost \$7 billion. With a “b.” That’s a lot of philanthropy and includes local Harvard alumni giving back to their alma mater, a wealthy Brahmin donating a Warhol print to the Institute of Contemporary Art, and a marathon crowd raiser gift to Rosie’s Place women’s shelter.

Now let’s consider the #10 rank. Respectable, but how does Boston compare to other cities? Recall from the prior section that Boston’s philanthropy is one-quarter the size of New York City’s, which tops the chart at \$32,669 million. Boston is six times the size of our neighbor to the south, Providence, RI which falls in at #50 with \$1,104 million. We are just ahead of #11 Philadelphia, PA and just behind #9 Atlanta, GA.

## The Market by County

2

MARKET BY COUNTY



The Market by County section defines the geographic boundaries of and counties within the market.

### What it Means:

The light blue shaded areas represent the geographic area of the market. Markets boundaries are consistent with metropolitan statistical areas (MSAs) as defined by the Office of Management and Budget and used by the Census Bureau and other federal agencies for statistical purposes. Also shown are individual county boundaries within each MSA, numbered in descending order of philanthropic market size.

### How to Use It:

Someone familiar with Boston might be surprised by the size of the market the map represents. It stretches from Boston, north into NH and south to the Providence line—far beyond Boston city proper. This makes sense when we realize the market definition is based on population density and economic ties rather than municipal boundaries; think “commuting distance” as a rough proxy. While the boundaries of the MSA are broad, the Boston

market is a single urban ring city with no competing major cities within the MSA. This is important because, despite the diversity of the people who inhabit this MSA, it suggests a singular cultural identity within the area. In fact, we might refer to the Boston market as “Red Sox Nation;” this has implications for how and to whom folks give. For example, it is quite common for an individual in an outlying suburb, such as Concord, to consider themselves a Bostonian and direct their philanthropy accordingly. In comparison, #11, Philadelphia, includes three principle cities: Philadelphia, PA; Camden, NJ; and Wilmington, DE. Three cities, three states, and yes, three distinct identities. Local nuances matter.

## Funding by Source & Top Counties

3

### PHILANTHROPY BY SOURCE

Individual	\$5,040M	
Foundation	\$1,451M	
Corporate	\$454M	

### TOP COUNTIES

1	Middlesex	\$2,214M	
2	Suffolk	\$2,177M	
3	Norfolk	\$1,248M	
4	Essex	\$598M	
5	Plymouth	\$356M	
6	Rockingham	\$308M	
7	Strafford	\$44M	

The Funding by Source & Top Counties section breaks down total philanthropy by source and county.

### What it Means:

The top chart, Philanthropy by Source, breaks down the philanthropy by individual, foundation or corporation source within the Boston market. The bottom chart, Top Counties, ranks total philanthropy from all sources within those counties. The number next to the county name corresponds with the number on the map in Section 2. If there are more than 10 counties in the MSA, we see them at the right under “Other Counties” (Boston has only seven, so no other counties are listed).

### How to Use It:

The source data helps us understand the relative amounts of different types of money in Boston. A glance at the source chart tells us Individual is nearly 3x Foundation, which is more than 3x Corporate. Quick math or a flip to the “Philanthropy by Source” page in **Appendix A** tells us Boston’s Individual, Foundation and Corporate philanthropy are 73%, 21% and 7% respectively. This indicates a more

robust than typical foundation and corporate markets; recall U.S. average philanthropy by source is ~80% individual, 15% foundation, and 5% corporate.

The county data indicates that when it comes to philanthropy, all counties are not equal. Almost two-thirds of philanthropy comes from Middlesex and Suffolk counties, leaving the rest split among the remaining five counties. In other words, the bulk of philanthropy originates from Boston proper and townsto the north west. Is there money on the South Shore, North Shore and in southern New Hampshire? Of course, just less of it! Suffolk, which encompasses Boston proper plus a smidge, is geographically tiny compared to Middlesex (refer to the map in Section 2), indicating a much higher geographic concentration of philanthropy in the former.

All the above is helpful in planning how and where to invest our limited fundraising time and resources!

# The Top 10 Companies, Foundations, and Zip Codes

4

Corporate: Top 10 Companies by Sales

TJX Companies Inc	\$151.4B	
EMC Corp	\$48.7B	
Flex Pharma Inc	\$32.8B	
Fresenius Medical Care NA	\$31.5B	
Raytheon Company	\$25.0B	
Boston Scientific Corp	\$22.0B	
State Street Corp	\$20.5B	
National Amusements Inc	\$19.5B	
Thermo Fisher Scientific Inc	\$18.5B	
Alere Inc	\$12.2B	

Source: AtoZdatabases

Foundation: Top 10 Foundations by Philanthropy

Vanguard Charitable	\$527.1M	
Boston Foundation Inc.	\$106.5M	
Adelson Family Foundation	\$89.2M	
Edward C. Johnson Fund	\$51.9M	
Barr Foundation	\$48.2M	
Klarman Family Foundation	\$35.1M	
Sumner M. Redstone Fdn	\$31.0M	
Swartz Foundation	\$30.7M	
Jacobson Family Trust Fdn	\$25.9M	
Yawkey Foundation II	\$20.9M	

Source: Foundation Center

Individual: Top 10 Zip Codes by Philanthropy

02116	Boston	MA	\$198.8M	
02493	Weston	MA	\$145.4M	
02138	Cambridge	MA	\$123.2M	
02481	Wellesley Hills	MA	\$118.6M	
02467	Chestnut Hill	MA	\$117.5M	
01742	Concord	MA	\$91.7M	
01778	Wayland	MA	\$77.2M	
02445	Brookline	MA	\$64.4M	
02108	Boston	MA	\$62.3M	
02186	Milton	MA	\$55.9M	

Source: IRS, Philanthropy.com

## The Top 10 Companies, Foundations and Zip Codes section lists the biggest players by source.

### What it Means:

The Top 10 Companies by Sales is a list of the largest companies by sales, headquartered in the market and is based on AtoZdatabases data. The dollar figures are *annual sales in billions* of dollars, not philanthropy as the latter data is not uniformly available. The Top 10 Foundations by Philanthropy is a list of the largest foundations in the market by *annual philanthropy in millions* of dollars, and is based on Foundation Center data. The Top 10 Zip Codes by Philanthropy is a list of zip codes in the market with the highest itemized *annual*

*philanthropy in millions* of dollars, and is based on IRS data. Note this data is good but imperfect due to timing lags and evolving quality of source data! So yes, by the time this is printed the numbers may have changed, but the story stays the same.

### How to Use It:

As fundraisers, we want prospects, leads and opportunities. This table helps us validate and understand the market, and the Top 10 lists can help us determine where to start, continue, or grow. In pulling together this data, we were somewhat surprised by the Corporate Top 10. We expected long time corporate stalwarts TJX, Raytheon, Boston Scientific, State Street, and relatively recent up-and-comers such as EMC, Thermo Fisher, and Alere to make the shortlist. General Electric, which recently decided to move its headquarters to Boston, will presumably make this list in the future.

National Amusements was a surprise and turns out to be the parent company of CBS and Viacom. Likewise, Fresenius Medicare Care was a new name to us. Remember to use this list with care as the top 10 list is based on sales, meaning these folks are big but not necessarily engaged in philanthropy. Also, this includes only companies headquartered here, and there are lots of viable prospects with major operations in Boston, but headquartered elsewhere.

The Foundation Top 10 was largely what we expected. These names are longtime players and well-known in the Boston philanthropic scene. The relative “upstart” and by far #1 on the list is Vanguard Charitable Endowment Program, a large donor-advised fund. We won’t attempt to cover the nuances of these vehicles here; suffice it to say these are complex funds in terms of where they originate and where they go!

The Individual Top 10 is both affirming and enlightening. As nonprofit executives, we have always known individual wealth in Boston is concentrated in the central city (aren’t those Back Bay and Beacon Hill townhouses lovely?), nearby urban communities (Hahvahd Yahd and Brookline), and the western suburbs around Rt. 128 (Weston, Wellesley, Chestnut Hill, Newton, Concord, Wayland, Milton). We are pleased to see the data reflect our experience.

## The Market by County and Source

5

Market by County and Source			Corporate	Foundation	Individual	Total
1	Middlesex	MA	\$181.0M	\$99.5M	\$1,933.8M	\$2,214.3M
2	Suffolk	MA	\$133.8M	\$1,039.5M	\$1,003.7M	\$2,177.0M
3	Norfolk	MA	\$59.7M	\$129.7M	\$1,058.1M	\$1,247.6M
4	Essex	MA	\$43.7M	\$48.8M	\$505.4M	\$597.9M
5	Plymouth	MA	\$17.8M	\$14.0M	\$324.1M	\$355.9M
6	Rockingham	NH	\$14.8M	\$119.0M	\$174.0M	\$307.8M
7	Strafford	NH	\$3.3M	\$0.2M	\$40.4M	\$43.9M
Grand Total			\$453.9M	\$1,450.8M	\$5,039.7M	\$6,944.4M

Market by County and Source section provides philanthropic market figures by county, by source.

### What it Means:

The chart provides philanthropic estimates for each source and county in the metropolitan area. This more detailed layer of data lets us dive deeper and do further analysis. All numbers are in millions of dollars.

### How to Use It:

This table allow us to understand the market at a more granular level. For example, we noted earlier that Middlesex and Suffolk counties were nearly identical in philanthropy, yet very different in terms of concentration. Suffolk dollars are highly concentrated over a relatively small geographic area.

**Section 5** helps explain why. Corporate dollars are

roughly similar in magnitude, with a modest advantage to Middlesex, given the size of the county and the Route 128/Route 495 technology corridor. Suffolk has a nearly 10x advantage in foundation philanthropy due to the heavy downtown Boston presence of major foundations, including Vanguard. This is more than offset by a 2x advantage for Middlesex in individual philanthropy due to the larger cumulative population, including many of the wealthier suburbs of Boston. Two counties, similar dollars, but very different in terms of geography and source. Thus, we likely want to approach these different submarkets in different ways.

## THE LONG AND SHORT

1. The Map is a communication tool that can be used to combine experience and knowledge with the quantitative summary in this report.
2. Market Overviews provide the detail behind The Map—Overviews for the top 50 markets can be found in **Appendix A**.
3. Each Market Overview section is designed to help ask and answer questions about each market and spark discussion of best practices and strategies across markets.

Understanding the places in which we raise money is all well and good. But how do we use this information to raise more money? We turn to that in our next section: Insight to Action.

**We're ready to move  
from Insight to Action!**

# In this section, we demonstrate how to combine The Map with experience, judgment and other data to:

- **Orient Leadership to Your Markets.**

We show you how to use The Map to create a shared understanding of your markets with your team—a prerequisite for making better decisions, faster.

- **Assess Your Market Potential.**

One-third of what you raise is determined by where you are. We show how to combine The Map with other data to assess the potential of a market.

- **Set Your Annual Revenue Targets.**

Now we get tactical and combine market potential with pipeline, competence and capacity data to set revenue targets for next year.

**WE LIKE TO LEARN BY DOING.** In that spirit, we created a set of fictional but realistic stories based on our experiences as nonprofit executives and our work with clients. Each story builds on the Market Overviews in this report, and we add in other data just as we would in real life. This “other data” or its equivalent is generally available in some form to most organizations, or can be acquired through modest amounts of time, energy, or investment.

All three stories follow the adventures of our favorite pretend nonprofit, “The Wicked Good Center for Folks Who Can’t Plan Good and Wanna Get Better Data Too,” or WGC for short (yes, we liked Zoolander<sup>11</sup>). WGC is a single 501(c)(3) that operates in, and raises money from, five metropolitan areas including New York, NY; Chicago, IL; San Francisco, CA; Dallas, TX; and Memphis, TN. The five sites range in age from one year old (San Francisco) to ten years old (Dallas). The organization is 100% philanthropically funded. The program is a well-oiled machine with strong impact, high

quality delivery, and an efficient cost structure. However, fundraising performance has been variable across markets (Dallas vs. Memphis) and time (Dallas this year vs. Dallas last year), leading to periods of uncertainty, scarcity, and stress.

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<sup>11</sup> “Liked Zoolander” reflects the average sentiment of the Room40 Partners. To be honest, one said, “was that a movie?”, the next liked it, and the third really liked it. Beware of averages! Sometimes there is more to the story!



The three Insight to Action stories are told through four “perspectives”: Board Chair, Chief Executive Officer (CEO), Chief Development Officer (CDO), and Chief Operating Officer (COO). A brief description of their respective responsibilities within WGC

are outlined in **Figure 10** below. These responsibilities exist within every organization, though the title and construction of specific roles varies significantly. Use the table to identify which perspective, or combination of perspectives, is closest to your own.

**FIGURE 10: The Four Executive Perspectives**

				
IF YOU ARE A...	<b>Board Chair</b> <b>(Chair Anya)</b>	<b>Chief Development</b> <b>Officer (CDO Julia)</b>	<b>Chief Executive</b> <b>Officer (CEO Kai)</b>	<b>Chief Operating</b> <b>Officer (COO David)</b>
YOUR CORE RESPONSIBILITIES ARE:	<ul style="list-style-type: none"> <li>• Define strategic vision, mid-to long-term goals</li> <li>• Hire/fire/evaluate CEO, including onboarding</li> <li>• Approve CEO-recommended strategy, budget</li> </ul>	<ul style="list-style-type: none"> <li>• Accountability for achieving revenue target</li> <li>• Create annual and multi-year fundraising plan</li> <li>• Lead national fundraising team</li> <li>• Oversee fundraising infrastructure and support</li> </ul>	<ul style="list-style-type: none"> <li>• Accountable for overall organizational performance</li> <li>• Create multi-year plan to meet goals set by the Board</li> <li>• Set annual plan and budget</li> <li>• Oversee leadership, including the CDO, COO</li> </ul>	<ul style="list-style-type: none"> <li>• Accountable for program and operating performance</li> <li>• Manage annual planning and budgeting process</li> <li>• Lead program, operating, and analytics teams</li> <li>• Oversee operating infrastructure and support</li> </ul>
YOUR LEADING ROLE IS:	<b>Insight to Action 1:</b> Orient Leadership to Your Markets	<b>Insight to Action 1:</b> Orient Leadership to Your Markets	<b>Insight to Action 2:</b> Assess Market Potential	<b>Insight to Action 3:</b> Set Your Annual Revenue Targets

## THE LONG AND SHORT

1. The Room40 Group believes in decisions, not just data. Therefore, The Map is anchored in three specific Insight to Action guides highlighting how to use this report to tackle issues common to most-if-not-all nonprofit organizations.
2. Each guide includes a set of instructions and an illustrative WGC story based on real life experiences.
3. Each Insight to Action story is told from the perspective of a specific nonprofit executive role. Identify which perspective is closest to your own.
4. The three Insight to Action guides cover how to: orient leadership to markets; assess market potential; and set annual targets.

# Orient Leadership to Your Markets

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In this section, we show how to use The Map to create a shared understanding of your markets with your team—a prerequisite for making better decisions, faster.

WE'VE FOUND THIS STEP TO BE CRITICAL TO CREATING HIGH PERFORMING TEAMS IN FUNDRAISING—OR IN ANY ACTIVITY IN WHICH LOCAL CONTEXT MATTERS AND MANY INDIVIDUALS EACH HOLD A PIECE OF THE PUZZLE.

We created the Market Overview framework to help address the following questions:

- Where can I get data on the very different communities in which I fundraise?
- How can I organize quantitative and qualitative “data” to create “information”?
- How can I use this information to help my team communicate and learn more effectively?

Below, we show how to use the Market Overview to orient leadership through a set of instructions and an illustrative WGC story based on real life experiences.

The story starts from the perspective of **Board Chair** Anya, who sets events in motion by directing WGC’s leadership to craft a three-year vision that prioritizes economic sustainability over growth. She also led the search for a new CEO to lead that vision as the former CEO transitions to a well-deserved retirement. We continue the story through **Chief Development Officer (CDO)** Julia, who leads her development team through an exercise to orient her team and facilitate the onboarding of the new CEO.

We recommend conducting an “orient” exercise like this once per year or when there are new markets, new leadership, or changing roles. It is helpful to do brief reviews of individual markets quarterly. The exercise is relevant if we are bringing a team together from across the country, or getting our ducks in row in a single market.

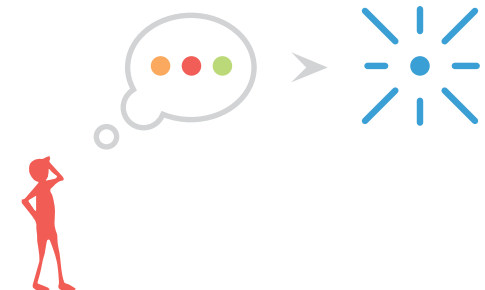
### What's Happening at WGC...

Board Chair Anya is settling into her new role on WGC's board after several years as Vice Chair. One of her first tasks is to work with leadership to craft a three-year strategic vision that prioritizes economic sustainability over growth. The organization has generally done well but barely finished in the black last year. Chair Anya and the Board want to be on solid footing before considering any further expansion.

WGC recently hired a new CEO Kai, whom Anya has asked to provide a preliminary three-year plan outlining WGC's path to sustainability by end of month. The annual plan and budget for the coming year is due the following month. Two months is not much time, but Chair Anya strongly believes that a good deliverable today is superior to a perfect one six months or a year down the road. She's ready to get started.

Board Chair Anya urgently needs to give CEO Kai a better understanding of each market within which WGC operates and more specifically, WGC's local fundraising performance. She knows some on the WGC development team are experienced in their own markets but not very knowledgeable about WGC's other locations. Others know the local market but are new to the fundraising role. Still others are new to their positions. Like their CEO, they are on steep learning curves. The new CEO and the development team need a shared understanding and fast.

Board Chair Anya asks CDO Julia to create a plan to bring CEO Kai up to speed. She suggests using a new report, The Map of Opportunity, as a guide to help orient the new CEO and the development team. Board Chair Anya agrees and CDO Julia gets to work!



## Step 1: Introduce the Framework

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### Recommended Activity



- 30-minute presentation by CDO to development team as part of an existing team meeting
- 15-minute one-on-one call with CDO and each local development leader

In her next weekly development team call, CDO Julia shares highlights of her conversation with Chair Anya and provides a brief introduction to The Map of Opportunity. She emphasizes her plan to use the Market Overview framework to help the team understand their respective markets and to help the new CEO come up to speed quickly and effectively.

CDO Julia follows up with a one-on-one phone call to each local development leader to solicit questions and concerns, as her team has varying degrees of experience and comfort with this type of exercise. She also wants to emphasize that her goals are to learn from her teammates and to orient CEO Kai but not to judge performance.

The calls go well but the team expresses a need for more details before they can articulate specific questions or concerns. CDO Julia schedules a 90-minute session on The Map at the development retreat in two weeks. She knows she needs to prepare well for the session to be productive.

## Step 2: Acclimate the Team to the Framework

### Recommended Activity



- 30-minute retreat session pre-read and survey for each local development leader

CDO Julia starts to put together the pre-read for the retreat. Her primary goal is to acclimate the team to the framework and information included in The Map Market Overviews before they arrive at the retreat.

She compiles the following as shown in **Appendix A: Market Overviews**:

- The Map Executive Summary section
- The Map of Opportunity (**Figure 4** and **Figure 5**)
- Top 50 Markets, Philanthropy by Source, and Market Rank by Source pages (first three pages of **Appendix A**)
- Two-page Market Overviews for each WGC markets: New York, NY; Chicago, IL; San Francisco, CA; Dallas, TX; Memphis, TN (Appendix A)

CDO Julia sends the pre-read with a short survey asking each development leader to select the market most familiar to them, read the Market Overview and answer the following questions:

- *How accurate did you find the Market Overview?*
- *Name one thing in the Market Overview that resonated.*
- *Name one thing in the Market Overview that surprised you.*
- *What questions does this prompt for you and your peers?*

She is clear with the team that she wants quick reactions not an exhaustive analysis and asks no more than 30 minutes be invested in the exercise. She includes Chair Anya in the pre-read and invites her as an “optional” attendee.

## Step 3: Generate Insights

### Recommended Activity



- 90-minute in-person retreat session with CDO and all local development leaders

The day of the retreat arrives. CDO Julia kicks off the session by setting clear objectives for the group:

- Create a shared understanding of each market among the team
- Generate insights for each WGC market

First, CDO Julia shares the survey scores on Market Overview accuracy:

- The team gave the Market Overviews a 4 out of 5 in terms of accuracy where 1 = “not even close” and 5 = “dead on!”

She walks through the primary sources of imperfections:

- Analysis structure, e.g. Market Overviews track philanthropy that originates in-market so a foundation giving to Dallas but located Boston will not be listed.

- Data quality, e.g. the list of top companies might be missing a company that moved its HQ recently and this is not yet reflected in the source database.
- There were also many cases where the Market Overviews surfaced new information and revelations, e.g. concentration of philanthropy by county or source.

Next, CDO Julia asks for general reflections on the pre-read and survey. A synopsis:

- No surprise New York, NY was biggest and Memphis, TN smallest, but the magnitude of the difference was shocking; New York alone represents nearly half of WGC’s collective market!
- The team also felt WGC had chosen well—four of our five markets are in the top ten and all are top 50.
- Questions were also raised, including how size correlates to how much you can raise given other factors like competition or culture.

**Step 3: Generate Insights**

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Then CDO Julia puts up the survey responses to the “Resonated? Surprised? Questions?” as shown in **Figure 11** (p. 42) which surfaces how people see similar challenges from different perspectives.

Here’s a sample:

- The New York development leader, often upset when people suggest that “New York is huge; it’s easy to raise money” can use the framework to explain how big, complex, and competitive the market is.
- The leader in Memphis, historically frustrated by expectations (often their own) to raise as much money as their peers can explain why this may not be a reasonable goal.

Lastly, CDO Julia asks the team what they might do differently given their new understanding of each market. One participant suggests considering different roles for different markets, rather than a one-size-fits-all approach.

- Perhaps more of WGC’s New York horsepower should be allocated to fundraising not just for New York, but for the network.
- Memphis might invest in program research & development or focus on best in class program delivery and volunteer engagement.

The team also begins to see opportunities to collaborate across markets:

- Today, a request from another site or head-quarters is often viewed as “one more thing to get done.” To some degree, this is inevitable.
- The Market Overview highlights opportunities to make our work simpler while helping us raise more money.
- For example, Verizon Communications is #4 on New York’s Top 10 list and also has satellite offices who donate to two other WGC markets... we need to help connect them to each other!

At the end of the session, CDO Julia has what she needs to bring CEO Kai up to speed quickly and effectively. Her team is thinking about how to work together across markets. Chair Anya is already brainstorming how to use this information to help WGC assess potential and set revenue targets. Everyone walks out of the meeting energized and excited.



**FIGURE 11: WGC Survey Results—What Resonated, What Surprised, What Questions?**

What Resonated?	What Surprised?	What Questions?
<b>NEW YORK, NY</b>		
"New York is a big, complex, dog eat dog market, and the map reflects this... \$33 billion spread across 25 counties and three states!"	"Newark is included in New York? I can tell you that people in Newark wouldn't like that, and won't give money outside their community!"	"This is money that originates in New York right? How much of it stays here and how much goes elsewhere? What are the implications of this for WGC?"
<b>CHICAGO, IL</b>		
"Chicago is a big, parochial market with a small number of movers and shakers who might give money, but more importantly, a blessing that will open lots of other doors."	"This doesn't reflect how many companies are based or have a major branch here. Connections in Chicago can often help open doors elsewhere in the network!"	"How do we reconcile our service delivery footprint with the concentration of philanthropy in Cook and Lake counties? We can't be in all places... how to choose?"
<b>SAN FRANCISCO, CA</b>		
"The Bay Area has three distinct sub markets: San Francisco, South Bay and East Bay, and you can see this in the county structure on the map."	"Silicon Valley is right next door. I see these can be considered separate markets but there is a ton of overlap and we need to account for that."	"Successful nonprofits in San Francisco vary their team, pitch, or territories based on these sub markets... how effectively is WGC doing this right now?"
<b>DALLAS, TX</b>		
"Dallas at #7 makes sense. We have one of the highest concentrations of corporate HQ's in the country, and also a lot of individual wealth—think Lyda Hill."	"I'm surprised foundation giving is as low as it is... only 2/3 of Houston our neighbor to the south and #8 on the list. I wonder why that is..."	"Four of the top 50 markets are in Texas. I'm wondering if and how we can raise money across the state and if we need a program footprint in each area to do so."
<b>MEMPHIS, TN</b>		
"In Memphis there are a small number of big companies and foundations who are really important in terms of giving and opening doors."	"The numbers don't show: People in Memphis are generous, even if they are of modest means. Relationships are very important. If you invest in them, people will invest in you."	"We often feel like the red-headed stepchild of the network. We can raise more if we invest, but this data makes me wonder if this is the right role for us?"

## Step 4: Move to Action

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### Recommended Activity



- 90-minute briefing for CEO by CDO and Board Chair
- 60-minute one-on-one call with CEO and each local development leader

CDO Julia takes three actions at the end of the meeting:

1. Create and schedule a briefing for CEO Kai by CDO Julia and Board Chair Anya based on the Market Overviews and today's discussion.
2. Schedule one-on-one calls for CEO Kai and each local development leader using the Market Overviews as a discussion guide.
3. Integrate the annual Market Overview session and individual quarterly market briefs into the standard development calendar.

Board Chair Anya also requests a similar session for the full Board and a document to use in on-boarding new members.

## THE LONG AND SHORT

CDO Julia successfully creates shared understanding of each market with her team through the Market Overview framework. Her efforts enable her team to start learning from each other.

As a result, everyone on the team has a better understanding of their own markets and those of their colleagues. They have begun generating insights on how the team can help each other and in doing so, help themselves: all necessary groundwork to making better decisions, faster. Finally, CDO Julia is well-prepared for her onboarding session to orient CEO Kai.

You have been successful in orienting leadership to their markets when you have:

1. Reviewed a Market Overview, understood each section, and discussed what resonated, what surprised, and what questions arose.
2. Used the Market Overviews to help every team member understand every market.
3. Generated insights that help explain and communicate what is happening in each market and across the network, e.g. why WGC raises less money in Memphis, TN.
4. Generated insights on how we can be more effective as a team, e.g. combining forces to cultivate Verizon Communications!
5. Moved to action, e.g. created a briefing document to onboard new leaders and integrated the framework into the standard development calendar.

# Assess Your Market Potential

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In this section, we show how to combine The Map with peer data to assess the potential of a market.

## WE CREATED THE MARKET ASSESSMENT FRAMEWORK TO HELP ADDRESS THE FOLLOWING QUESTIONS:

- How can I assess my philanthropic potential, i.e. how much I can raise in each current or new market?
- How does my current philanthropic revenue compare to that of my peers in each of my markets?
- How can I use this information to help me plan for sustainability over time?

Below, we show how to use the Market Assessment to assess philanthropic potential for each market through a set of instructions and an illustrative WGC story based on real life experiences.

The story is told from the perspective of the new **Chief Executive Officer (CEO)** Kai, who is considering how to best to tackle the three-year sustainability plan requested by Board Chair Anya.

We recommend an in-depth assessment exercise like this: a. every three years or when the organization experiences a significant strategy revision, new markets, new leadership, or changing roles; b. as a booster shot at the start of the annual revenue planning process; and c. as a brief quarterly review of individual markets. The exercise is relevant whether we are assessing potential across a network or looking closely at how best to sustain within a single market.

Note, the Market Assessment framework used in this guide requires the use of peer data specific to your organization and is not included in this report. The sidebar on page 52 in this section explains how we obtain this data.

### What's Happening at WGC...

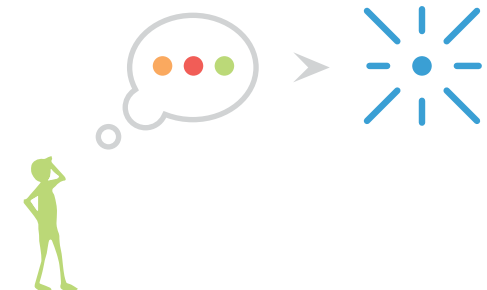
CEO Kai has hit the ground running and is considering how to best to tackle the three-year sustainability plan requested by Board Chair Anya. Budget season is also looming and some important and possibly contentious revenue target decisions are coming fast...but one step at a time.

CEO Kai recently completed a thorough briefing on The Map by CDO Julia and Board Chair Anya. He was familiar with two of WGC's markets and found the Market Overviews resonated with his own experience. He found it very helpful to view the remaining three markets through the same lens.

The briefing also left him with questions. He believes Room40's "one-third of what you raise is based on where you are" mantra, but this still leaves two-thirds! For example, just because the New York, NY is 17 times bigger than Memphis, TN does not mean we expected the New York team to raise 17 times more than the Memphis team.

CEO Kai also recently completed his one-on-one visits with each local development leader and made the following observations: He affirmed what he learned from the Market Overviews—each market is different. Each local development leader plays a different role with some exclusively focused on development while others balance duties ranging from volunteer management to program oversight. Finally, each leader has different competencies based on their background and experience. He realizes each of these factors is a major contributor to variability in revenue raised by market, and that they can combine to create a virtuous or vicious cycle.

However, he's not entirely sure how to cut this Gordian Knot. He flips to the market potential section in The Map of Opportunity and starts to read. Once done, he picks up the phone and asks his rock star analyst to join him in his office. He points to the sidebar on peer groups, distributions and potential and they get started on the analysis. When complete, they review the results and make a plan to share them with the rest of the team.



# Step 1: Introduce the Framework

## Recommended Activity



- 45-minute presentation by CEO to CDO, COO as part of an existing team meeting
- 60-minute one-on-one call by CEO with CDO and COO for discussion and planning

In his next leadership team meeting with CDO Julia and COO David, CEO Kai provides a brief introduction to the Market Assessment framework he's developed and how he plans to use it to create the three-year plan requested by Board Chair Anya. The Market Assessment framework shows the distribution of philanthropy by peer organization for each of WGC's markets and Boston, a vocal Board Member's favorite expansion target, as shown in **Figure 12** (p. 48).

First, CEO Kai walks through the framework step by step:

- Each **blue dot** represents philanthropic revenue of a peer nonprofit.
- Each **red dot** represents the philanthropic revenue of WGC.
- The **bottom of the box** is the lower middle quartile.
- The **top of the box** is the upper middle quartile.
- The **line in the middle** is the median.
- The **whiskers** are a measure of standard deviation.

Then he provides an example of what it means:

- The box and whiskers give a sense of the distribution in revenue.
- A small box indicates a narrow distribution of outcomes where everyone raises about the same, whereas a large box indicates a larger distribution of outcomes.
- If the median is in the middle of the box, the probability of higher and lower outcomes is about the same. If the median is at the

lower end of the box, we are more likely to be more than the median rather than less than the median.

He then compares New York and Boston to illustrate:

- New York and Boston have similar medians, \$4.4 million versus \$3.9 million, a surprisingly narrow gap given the difference in market size.
- The New York box, or distribution, is much bigger and the median is closer to the bottom, indicating we are more likely to raise more.
- We interpret this to mean that if we are typical in New York and Boston we will raise about \$4 million in both; but if we are exceptional in New York, we raise much more than if we are exceptional in Boston.
- Similarly, San Francisco and Chicago both have lower medians than Boston, but higher upsides...possibly indicating intense competition among small nonprofits, but big gains if we break from the pack.

# Step 1: Introduce the Framework

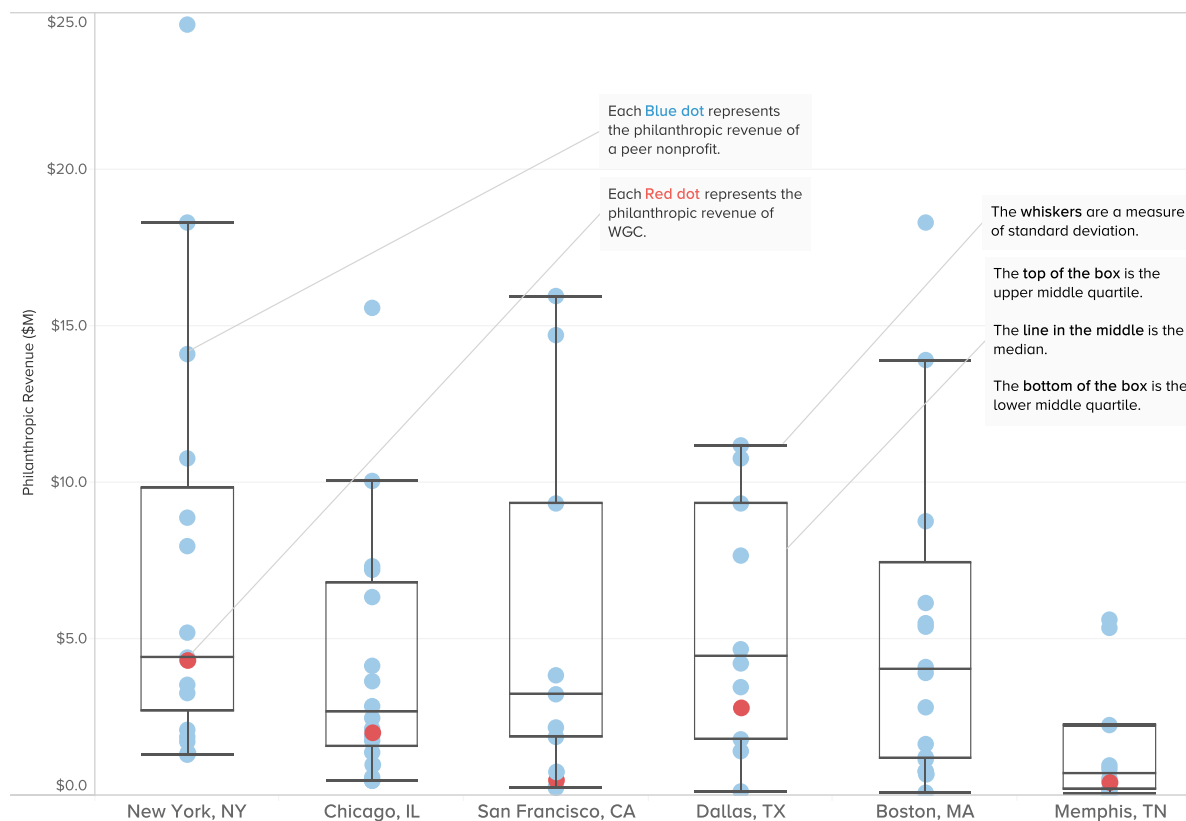
Next, CEO Kai defines philanthropic potential and what it means for WGC:

- He recommends setting philanthropic potential equal to the median, or “typical” for the peer group.
- WGC (red dot) is below this mark in most markets—he notes this is not “good” or “bad” but an indication this benchmark is both ambitious (we aren’t there yet) and achievable (many others are).
- If we are above or below that line, this indicates higher or lower performance, respectively, all else equal.
- Note, obviously not all else is equal!

These organizations range in size, capacity, strategy, and mission, but this is a useful starting point.

CEO Kai pauses and sees furrowed brows as CDO Julia and COO David absorb all this information. The team decides to put a half-day session on the agenda for their off-site meeting next week. CEO Kai knows he needs to prepare well for the session to be productive.

FIGURE 12: WGC Market Assessment Framework



Source: Guidestar, individual organization reports, The Room40 Group analysis.

## Step 2: Acclimate the Team to the Framework

### Recommended Activity



- 30-minute preparation for the retreat for CDO Julia and COO David

CEO Kai and the his rock star analyst put together the pre-read for the session. His primary goal is to acclimate team to the Market Assessment framework. They compile the following:

- Market Assessment for WGC's markets **(Figure 12)**
- Market Overviews for WGC's markets

CEO Kai sends the pre-read and asks CDO Julia and COO David to review the materials and consider the following questions:

- *Given this data, where do you feel we are doing well and why?*
- *If we define potential as the median or "typical" for each market, where is the greatest opportunity for WGC?*
- *Where are we best positioned to realize that potential and what do we need to do to make this happen?*

He is clear with the team that he wants quick reactions not an exhaustive analysis and asks no more than 30 minutes be invested in the exercise.



## Step 3: Generate Insights

### Recommended Activity



- 4-hour in-person retreat session with CEO, CDO and CEO

The big day of the off-site arrives. CEO Kai kicks off the session by setting clear objectives for the team:

- Discuss the implications of the Market Assessment for each market
- Outline a draft of the three-year plan for sustainability
- Identify other perspectives, information, and process we need to move from a “draft” to “final” three-year plan

CEO Kai starts the conversation by asking the team to go market by market and discuss where WGC is relative to peers and what this means. Here is a synopsis of the notes from that conversation:

- **New York, NY** is only three years old, so to be at the median in such a short time is good work.
- **Chicago, IL** had an unfilled development position for most of the year, so performance below the median represents heroic efforts by the team.
- **San Francisco, CA**, which looks like a gross underperformer, is in fact in launch year.

- **Dallas, TX** was highly focused on building out a new, innovative program model and divided their time and focus at the cost of individual cultivation.
- **Memphis, TN** turns out to be a largely a programmatic outpost with minimal development staff.

In short, context always matters!

COO David pointed out the Market Overviews and Market Assessments helped the team quickly understand what was happening in each market and why. It was also clear that fundraising team performance was only one factor the placement of the “red dot” and the analysis was best used to foster dialogue and diagnosis to inform, but not replace the judgment of WGC’s experienced development staff. He wondered how WGC can use this information not just to “explain” but also to improve.

CDO Julia noted the analysis also clearly highlights WGC can raise more money. Whipping out her calculator, she jots down the following numbers on the whiteboard and notes that in theory, WGC can raise \$5.4 million more!

Step 3: Generate Insights

- Total potential (sum of medians for WGC markets) = \$15.4 million
- Total philanthropic revenue raised by WGC this year = \$10.0 million
- Total opportunity for WGC is the difference = \$5.4 million

She also notes, as the individual accountable for revenue, that this is unlikely to be easy and will most certainly require investment.

CEO Kai jumps in and starts to replicate CDO Julia’s math, market by market. The \$5.4 million opportunity is clearly not equally distributed. He adds the potential, WGC current revenue and opportunity by market to the whiteboard as shown in **Figure 13**.

This paints a very different picture than market size alone. In terms of potential, New York and Dallas come in at biggest at \$4.4 million. Chicago and San Francisco both have potential of \$2.7 million and \$3.2 million, respectively. Memphis is last with \$0.7 million. Market size matters, but it’s not all that matters!

The numbers change again when we look at “opportunity.” CEO Kai recommends we focus on San Francisco (\$2.7 million opportunity) and Dallas (\$1.6 million opportunity). CDO Julia agrees but also points out WGC can raise that much and more if we can hit the 75th percentile in New York so we should also consider if, where, and how we want to be “exceptional”.

COO David, ever the practical one, re-focuses the conversation and moves the team to the second objective, outlining our plan for sustainability. He summarizes progress as follows:

- First, WGC is sustainable at our current size. We are below the median collectively and in each individual market. Therefore, it is reasonable to expect we can maintain current levels of philanthropy barring a major market disruption (e.g. economic downturn) or organizational issue (e.g. loss of major donor). Therefore, we do not need to close or downsize (sigh of relief).
- Second, we have opportunity to grow in existing markets—up to \$5.4 million if WGC accepts the median as a proxy for potential and more if we seek to be best in class. Either will require investment.

FIGURE 13: WGC Market Size, Potential, and Opportunity

	NEW YORK, NY	CHICAGO, IL	SAN FRANCISCO, CA	DALLAS, TX	MEMPHIS, TN	GRAND TOTAL
Market Size (millions)	\$32,669	\$11,058	\$8,597	\$7,628	\$1,588	\$61,540
Potential (Median)	\$4.4	\$2.7	\$2.7	\$4.4	\$0.7	\$14.9
WGC Philanthropy (Actual)	\$4.3	\$2.0	\$0.5	\$2.8	\$0.4	\$10.0
Opportunity	\$0.1	\$0.7	\$2.2	\$1.6	\$0.3	\$4.9

Step 3: Generate Insights

- Third, we can also grow by expanding to new markets. We know a few vocal Board members have been pushing to expand to Boston next year. These numbers say Boston has the potential to be a \$3.9 million market, but this will take time and a large initial investment and both are scarce right now.

After robust discussion, the team agrees to the following draft tenants for the three-year plan for sustainability:

- WGC will remain in our existing markets (no expansion or closure).
- WGC will maintain programs at our existing size and cost structure.
- WGC will selectively pursue modest revenue growth in markets with the biggest opportunities by redirecting more of CDO Julia and the national team's time.
- WGC will use the surplus from increased revenues to bolster our reserves in the short term as we plan for expansion and growth beyond the three-year timeframe.

CDO Julia reflects that this plan might be less attractive to funders who like to see big growth and she wants to road test this idea with a few friendly

funders. She also wants to walk through the Market Assessment work with her development team and gather their thoughts and input.

COO David wishes to consider some of the infrastructure implications of holding steady. He agrees to support CEO Kai to integrate feedback from others into the draft three-year plan and to manage the logistics of the Board review and approval.

CEO Kai feels he has enough to brief Board Chair Anya on their draft three-year plan. He has no doubt this plan will evolve but this is a strong start!

## Creating a Peer Group

Defining a peer group is easy to do, but hard to do well given the wide variety in nonprofit mission, strategy, program, etc., and the lack of consistent, high quality, comparable data. Here's the recipe to do so:

First, we create a standard peer group of well-known, multisite nonprofit organizations (e.g. YMCA) who have a presence in multiple WGC markets—and about whom we can obtain local philanthropic revenue data. This provides a measuring stick we can use across all our markets.

Next, we add a pinch of local peers: Supplement the standard group with local players identified by the local team as comparable organizations.

Finally, we stir vigorously: Test the peer groups with each local staff as well as other fundraisers and executives familiar with the local market.

## Step 4: Move to Action!

### Recommended Activity



- 60-minute briefing for Board Chair by CEO
- 60-minute session with CDO and all local development leaders plus follow ups
- 30-minute session with COO team RE: Board logistics
- 30-minute weekly progress meetings with CEO, CDO, COO

The team takes the following actions at the end of the meeting:

1. CEO Kai creates a memo based on the outline above and schedules a time to review with Board Chair Anya.
2. CDO Julia adds a review of the above to her weekly development team call and to her one-on-one agendas with local development leaders.
3. COO David briefs his team on the process and gets them started on the Board logistics. He also schedules weekly time with CDO Julia and CEO Kai to ensure WGC stays on track.

CEO Kai is feeling good...right up until his calendar reminds him of his upcoming revenue target setting meetings. In his experience, these can often be contentious conversations!

### Building a Market Distribution

The Room40 Group gathers philanthropic revenue data from ten to twenty organizations per market. Data for single site organizations operating in a single location is gathered using Guidestar and IRS 990, Schedule VIII. We also secure data partners who contribute their philanthropic revenue by market to The Room40 Group for use in the analysis.

Next, we plot these points for each market, creating a distribution of philanthropic revenue, and create a “box and whisker” chart showing the median, upper and lower quartiles, and standard deviation for each market. This provides a quantitative summary of the data set we can use to understand relative performance.

### Determining Potential

We use the median, or “typical” for the peer group, as a proxy for philanthropic potential. If we are above or below that line, that would indicate higher or lower performance, respectively, all else equal. Obviously not all else is equal as these organizations range in size, capacity, strategy, mission, etc., but we find this to be a solid starting point. Note, for organizations already performing at or above this level, we will use the 75th percentile as the proxy for “potential”.

## THE LONG AND SHORT

CEO Kai successfully assessed philanthropic potential across all WGC's markets using the Market Assessment. His efforts enabled the team to create a higher quality draft three-year plan for sustainability in significantly less time.

While any analysis is imperfect, CEO Kai can now make a strong case that WGC can sustain itself at its current size within its current markets. Therefore, there is no need to pull the emergency ripcord for market closures or staff reductions! CEO Kai is now well prepared to brief Board Chair Anya on his three-year plan for sustainability.

You have been successful in assessing potential when you have:

- Created a peer group to compare performance.
- Built a philanthropic distribution for each market and defined “potential” (e.g. WGC chose “median”).
- Used the Market Assessment to explain past performance.
- Used the Market Assessment to understand future potential.
- Moved to action using the above, e.g. created a three-year plan for sustainability.

# Set Your Annual Revenue Targets

In this section, we get tactical and combine market potential with internal pipeline, competence, and capacity data to set revenue targets for next year.

Note, the Revenue Target framework used in this guide requires the use of internal data specific to your organization and not included in this report. We use specific measures in this document but encourage organizations to use what is available. Remember the goal is better decisions, faster—not perfect data or analysis!

## WE CREATED THE REVENUE TARGET FRAMEWORK TO HELP ADDRESS THE FOLLOWING QUESTIONS:

- What factors do I need to consider in setting revenue targets?
- How can I use these factors to inform revenue targets for each market?
- How do I determine what resources I need and where to invest?

Below, we show how to use the Revenue Target framework to set annual revenue targets by market through a set of instructions and an illustrative WGC story based on real life experiences. The story is told from the perspective of the **Chief Operating Officer (COO)** David, who is tasked with creating a system and process to set ambitious but achievable targets across very different markets with variation in WGC pipeline, competence, and capacity.

We recommend a “set target” exercise like this every year or when there is a significant change that renders the old target moot; and brief quarterly reviews of individual market targets. The exercise is relevant if we are setting targets for a network or by source or team within a market.

## What’s Happening at WGC...

CEO Kai, CDO Julia, and COO David worked diligently with Board Chair Anya to refine the three-year sustainability plan. As of last week, the Board approved the plan with minor changes and revisions.

COO David has been tasked with redesigning the annual planning and budgeting process, incorporating Map insights. The Market Overviews and Market Assessment work is valuable in and of itself but he wishes to bolster the “market” data with WGC’s internal data. He is confident that doing so will improve the accuracy of their targets and (hopefully) reduce the time, effort, and angst the target setting process typically generates.

He recalls there was a third chapter in The Map and he flips to the set annual target section and starts to read. Once done, he calls his team into his office, points to The Map section and outlines the next steps. The team starts to whiteboard the redesigned process. When complete, they review and make a plan to share with the rest of the team.

## Step 1: Introduce the Framework

### Recommended Activity



- 45-minute presentation by COO to CDO, CEO as part of an existing team meeting

In his next leadership team meeting with CEO Kai and CDO Julia, COO David provides an introduction to the Revenue Target framework he's developed based on The Map of Opportunity and how he plans to use it to set targets in the upcoming annual planning and budgeting process.

COO David starts by reminding the team of the power and limitations of the Market Overview and Market Assessment. These frameworks help us understand each market and what it is possible to raise in each but are less useful in telling us what we can raise, right now, based on where we are. He outlines the first component of the Revenue Target framework, the four Revenue Factors to consider when setting targets.

- **Potential**—amount WGC can raise based on the peer median
- **Pipeline**—who we know, at what stage of cultivation, specific amount and probability
- **Capacity**—number of fundraising full time equivalents (FTE)
- **Competence**—effectiveness of development strategy, talent, infrastructure

Next, COO David outlines the second component of the Revenue Target Framework, Decision Roles. He notes target setting is art and science. There is no “right answer”—only options and trade-offs. Thus, while we should always collaborate and seek consensus someone must be empowered to make—and be responsible for—the decision.

Therefore, we need to establish a set of simple and standard decision roles<sup>12</sup>:

- **Input**—provide input (opinion, data, expertise) for a decision
- **Recommend**—recommend the decision or action
- **Decide**—make the decision and commit to a specific action

- **Approve**—formally approve the decision, or in rare cases, veto

COO David believes the Revenue Target framework will yield a better answer—we can set ambitious and achievable revenue targets more consistently across markets and over time, and a better process. Clearer expectations on factors and roles will help us reduce time, effort, and anxiety.

COO David pauses and sees CEO Kai and CDO Julia are excited. He also knows this is a lot to take in and there is much more work to be done.

The team agrees to clear the decks for a two-hour session two weeks from today to agree on a set of targets for next year. COO David knows he needs to prepare well for the session to be productive and he'll need a lot of help from CDO Julia. Luckily, she is game!

<sup>12</sup> Adapted from: RAPID®: Bain's tool to clarify decision accountability. (2011, August 11). Retrieved from <http://www.bain.com/publications/articles/RAPID-tool-to-clarify-decision-accountability.aspx>.

## Step 2: Acclimate the Team to the Framework

### Recommended Activity



- 60-minute one-on-one meeting by COO with CEO and CDO for discussion and planning
- 30-minute one-on-one calls by CDO with each local development leader to gather input on the framework
- 30-minute session pre-read for CEO, CDO

COO David starts to prepare for the session. He needs to have all his ducks in a row before the session starts...and there are a LOT of ducks. He schedules one-on-one meetings with CEO Kai and CDO Julia. The agenda for these meetings is to obtain agreement on the four factors, the data we will use for each and the decision roles.

He starts with CDO Julia. This is her turf, she knows it well and she will be working closest with the local development leaders. She agrees quickly on the four factors conceptually. She and COO

David brainstorm several different measures for each, none of which are ideal, but which are “good enough.” Here’s where they landed or see **Figure 14** for a synopsis:

- **Potential**—WGC’s target divided by potential as defined by the peer median. CDO Julia pulls this directly from the Market Assessment. Targets should be below 100% or be well-justified.
- **Pipeline**—WGC’s estimated philanthropy from identified prospects divided by WGC’s target. Philanthropy from identified prospects is estimated based on source, stage of cultivation and amount, discounted by probability. In CDO Julia’s experience, this number should be at least 90% of target.
- **Capacity**—estimate of development FTEs. This is a rough measure of the capacity of the organization to fundraise. Staff are included if they are a member of the development team or their job description includes soliciting philanthropy from donors.
- **Competence**—WGC’s target divided by development full-time equivalents (FTE). This is a rough measure of the effectiveness of the development strategy, talent, and infrastructure.

CDO Julia toyed with more complex measures, but decides to stick with simple and imperfect. Competent teams tend to be over \$1,000,000 per FTE and struggling teams raise less; most fall between \$750,000 and 1,500,000. She emphasizes this is a very rough rule of thumb!

They also agree on the Decision Roles shown in **Figure 15** after COO David and CDO Julia walk through several “what if” scenarios that highlight how best to use the roles to create clarity rather than as an exercise of power.

The conversation with CEO Kai is similar and ends with his agreement.

CDO Julia briefs each of the local development leaders on the proposed structure. There are many questions but all are excited or at least willing to give it a go. Local development leaders also submit their preliminary revenue targets, created using the old “finger in the wind” method, to CDO Julia.

COO David compiles the preliminary revenue target and Revenue Factor analysis by market as shown in **Figure 16** and sends to CEO Kai and CDO Julia as pre-read.



FIGURE 14: Revenue Factors Defined

REVENUE FACTOR	WHAT IT MEASURES	HOW WGC IS APPROXIMATING
<b>Potential</b>	Estimate of how much philanthropy WGC can raise over time in a market.	WGC's target divided by potential as defined by the peer median (see The Map of Opportunity, Insight to Action Guide 2).
<b>Pipeline</b>	List of donor prospects, stage of cultivation, specific amount and probability of securing the funds and the amount of philanthropy we expect this list to yield.	WGC exports the required information from the customer relationship management system. WGC believes the ratio of pipeline to target should be above 90%.
<b>Capacity</b>	Number of development full time equivalents (FTE) dedicated to fund-raising in each market.	Number of FTE who are members of the development team or their job description includes soliciting philanthropy from donors.
<b>Competence</b>	Measure of WGC's development strategy, talent and infrastructure in each market.	WGC chooses philanthropy per FTE, a useful if imperfect starting point. WGC finds this ratio typically averages \$1.00 million per FTE with a range of \$0.75 to \$1.50 million.

FIGURE 15: WGC Decision Roles Defined

DECISION ROLE	DESCRIPTION	WGC REVENUE TARGET ROLES
<b>Input</b>	Individuals in this role provide input, in the form of opinion, data, expertise, for the decision. Any individual with relevant information can contribute in this capacity.	National development staff  Local development staff CEO, COO, Board Members
<b>Recommend</b>	The single individual responsible for outlining options and recommending a specific course of action based on the input received.	Local development leaders recommend a revenue target to CDO Julia for their market (note, this may take several iterations).
<b>Decide</b>	The single individual responsible for making the decision to pursue the specific course of action.	CDO Julia decides on the final WGC revenue target after consulting with the appropriate parties (note, this may take several iterations).
<b>Approve</b>	The individual or body responsible for approving the course of action and officially authorizing the use of resources.	CEO Kai approves (or vetoes in rare circumstances) the final WGC revenue target. Note, the Board subsequently approves the entire budget, including the revenue target.

FIGURE 16: WGC Targets & Revenue Factor Analysis (preliminary)

	NEW YORK, NY	CHICAGO, IL	SAN FRANCISCO, CA	DALLAS, TX	MEMPHIS, TN	TOTAL
Market Size	\$32,669	\$11,058	\$8,597	\$7,628	\$1,588	\$61,540
Potential (Median)	\$4.4	\$2.7	\$2.7	\$4.4	\$0.7	\$14.9
WGC Philanthropy (Actual)	\$4.3	\$2.0	\$0.5	\$2.8	\$0.4	\$10.0
Opportunity	\$0.1	\$0.7	\$2.2	\$1.6	\$0.3	\$4.9
Pipeline	\$4.5	\$2.1	\$1.4	\$2.3	\$0.4	\$10.6
Fundraising FTE	3.3	3.3	1.0	3.1	0.6	11.3
Target for Next Year	\$5.0	\$2.5	\$1.5	\$3.0	\$0.5	\$12.5
Revenue Factor Analysis						
Potential	114%	93%	56%	68%	71%	84%
Pipeline	90%	85%	90%	75%	75%	85%
Capacity	3.3	3.3	1.0	3.1	0.6	11.3
Competency	\$1.52	\$0.76	\$1.50	\$0.98	\$0.83	\$1.11

## Step 3: Generate Insights

### Recommended Activity



- 4-hour in-person session with CEO, CDO, COO

Revenue target day is here! COO David kicks off the half-day session by setting clear objectives for the team:

- Brief review of Decision Roles and Revenue Factors
- Review and revise preliminary target recommendations by each local market development leader using the Revenue Factors
- Identify other perspectives, information, and process we need to move to final targets

COO David confirms agreement on the Decision Roles and Revenue Factors and quickly checks off the first agenda item.

Next, he grounds the team in the summary revenue targets submitted by local development leaders. WGC's target is \$12.5 million, \$2.5 million or 25% more than last year. CDO David also shows them the Revenue Factor data:

- **Potential 81%**—Lower than 100% so we have room to grow.
- **Pipeline 85%**—Lower than 90% so we should inquire.
- **Capacity 11.3**—Total development capacity; consider increasing if the competence ratio above approaches or exceeds \$1.5.
- **Competence \$1.11**—Higher than \$1.00 so efficient or unrealistic. This is also considerably higher than last year's ratio \$1.00.

CEO Kai leans in. A 25% increase feels different from the three-year sustainability plan to “selectively pursue modest revenue growth” the Board just approved. He is concerned our pipeline is too weak to hit this number. Finally, while he does believe our teams are competent, his recent conversations also revealed a lot of burnout. Is it wise to push his team this hard?

CDO Julia reminds CEO Kai these are preliminary targets. COO David also emphasizes the process is designed for iteration so we have plenty of chances to share concerns. In fact, that is the explicit purpose of this session.

COO David points to the whiteboard where he's listed the same set of data for each WGC market as shown in **Figure 16** and reminds the team that philanthropy is local, so let's evaluate that way!

- **New York, NY**—COO David notes New York's \$5.0 million target is 114% of potential. It is certainly possible for New York to exceed this but we should put our skeptic hats on. CDO Julia shares her belief that \$5.0 million is a reasonable goal over time. Right now, this target pushes competency over \$1.50. To hit this we need to get lucky, add an FTE we can't afford, or redline the team. CDO Julia decides to ratchet back the New York target to \$4.5 million.
- **Chicago, IL**—COO David notes Chicago's \$2.5 million is a \$0.5 million increase. This is a lot, but still puts them at 93% of potential. The

### Step 3: Generate Insights

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pipeline is a little weak at 85%, but we now have a strong development leader on board. Competency looks a little low but CDO Julia feels the team is fired up and will close the gap. She decides to stick with the \$2.5 million target.

- **San Francisco, CA**—CEO Kai notes that San Francisco, the newest site in the network, wants to go big with an increase from \$0.5 to \$1.5 million. WGC has a lot of room to grow—this still only puts us at 47% of potential—and we have a strong pipeline thanks to a fundraising savvy local development leader who's hitting her stride. However, it is Year 2 and lots can still go wrong. Competency is pegged too high. CDO Julia decides to dial this back \$1.0 million
- **Dallas, TX**—COO David notes Dallas lost steam the past year as the market piloted an innovative new program model. Dallas is itching to get back in the game and has submitted a target of \$3.0 million and 68% of potential. Dallas hit this mark in the past and the competency ratio is reasonable. However, the pipeline is weak at 75%. CDO Julia thinks they should hold steady at \$2.8 million, but decides the local development leader can make the call.

- **Memphis, TN**—CEO Kai notes Memphis plans to increase from \$0.4 to \$0.5 million. This sounds modest, but that's 25% growth in a smaller market led by our strongest program team for whom fundraising is a second love. He wants the lean Memphis team to stay focused on their high-profile partnership with FedEx. CDO Julia decides have them hold at \$0.4 million, less than their initial target.

COO David whips out his laptop and starts updating his spreadsheet with the revised targets. WGC's revised target is \$11.2 million, \$1.2 million or 12% more than last year. Here's how the revisions look using the Revenue Factor data:

- **Potential 73%**—lower than 100% so we have room to grow.
- **Pipeline 95%**—Higher than 90% and much higher than the preliminary target.
- **Capacity 11.3**—No change.
- **Competence \$1.00**—Right on the benchmark and consistent with last year and a lot less than the preliminary target.

See **Figure 17** for revised revenue targets and Revenue Factor analysis. This is a much less risky portfolio. The pipeline percentage is much higher and

our competence ratio is much lower and consistent with last year. This means we moved from moderately risky plan with decent odds of falling short to one we are likely to exceed—much more consistent with the three-year plan for sustainability.

The team agrees on the revisions. COO David reminds all that CDO Julia has the decision and CEO Kai is to approve. CDO Julia will discuss the revisions with her team to hear any final insights or objections prior to finalizing her decision by end of week. COO David closes the meeting feeling energized.

FIGURE 17: WGC Targets & Revenue Factor Analysis (revised)

	NEW YORK, NY	CHICAGO, IL	SAN FRANCISCO, CA	DALLAS, TX	MEMPHIS, TN	TOTAL
Market Size	\$32,669	\$11,058	\$8,597	\$7,628	\$1,588	\$61,540
Potential (Median)	\$4.4	\$2.7	\$2.7	\$4.4	\$0.7	\$14.9
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Opportunity	\$0.1	\$0.7	\$2.2	\$1.6	\$0.3	\$4.9
Pipeline	\$4.5	\$2.1	\$1.4	\$2.3	\$0.4	\$10.6
Fundraising FTE	3.3	3.3	1.0	3.1	0.6	11.3
Target for Next Year	\$4.5	\$2.5	\$1.0	\$2.8	\$0.4	\$11.2
Revenue Factor Analysis						
Potential	102%	93%	37%	64%	57%	75%
Pipeline	100%	85%	135%	80%	94%	95%
Capacity	3.3	3.3	1.0	3.1	0.6	11.3
Competency	\$1.36	\$0.76	\$1.00	\$0.92	\$0.67	\$1.00

## Step 4: Move to Action!

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### Recommended Activity



- 30-minute briefing for Board Chair by CEO
- 30-minute one-on-one call with CDO and each local development leader
- 60-minute debrief on process with COO and CDO

The team took the following actions at the end of the meeting:

1. COO David created a memo with the preliminary and revised targets, summary of changes, and rationale
2. CEO Kai used the memo to brief Board Chair Anya and solicit further insights or concerns.
3. CDO Julia used the memo to brief each local development leader and solicit further insights or concerns.
4. COO David and CDO Julia met to discuss improving the planning process and using this work over the course of the year.

## THE LONG AND SHORT

COO David successfully set revenue targets using the Revenue Target framework. His efforts yielded a better answer—an ambitious yet achievable target consistent with the three-year plan for sustainability—and a better process that reduced time, effort, and anxiety.

While any analysis is imperfect, CEO Kai can now make a strong case that WGC can sustain itself at its current size within its current markets. Therefore, there is no need to pull the emergency ripcord for market closures or staff reductions! CEO Kai is now well prepared to brief Board Chair Anya on his three-year plan for sustainability.

You have been successful in assessing potential when we have:

- Clear Decision Roles for the revenue target process.
- Standard measures for Revenue Factors: potential, pipeline, capacity and competence.
- Used the tool to allocate resources to greatest opportunity, e.g. CDO Julia will give extra time to San Francisco.
- Used the tool to manage risk, e.g. where is our pipeline too weak? Are staff overextended?
- Moved to action using the above, e.g. set revenue targets

# The End of the Story



# Board Chair Anya, CEO Kai, CDO Julia, and COO David take a moment to celebrate and reflect.

THE BOARD JUST VOTED TO APPROVE NEXT YEAR'S BUDGET, INCLUDING THE RECOMMENDED REVENUE TARGET. This caps off CEO Kai's first two months and the team has accomplished a lot:

- Board Chair Anya successfully started WGC down the path to a more sustainable future.
- CDO Julia oriented the team to WGC's markets and brought CEO Kai up to speed quickly and effectively.
- CEO Kai assessed philanthropic potential across all WGC's markets and used the information to create a three-year plan for sustainability for review and approval by the Board.
- COO David designed a new process to set revenue targets with higher accuracy and reduced time, effort, and anxiety by combining market, peer, and WGC data

None of the above activities were new to WGC—but the team accomplished more in a shorter period, with less anxiety while onboarding a new leader. One of the differences was The Map of

Opportunity. The Market Overviews combined with practical Insight to Action guides aligned the team on what to do, provided a template for how to do it, and modeled how to decide based on all the above.

Next, the team turns to their next challenge. Now that we oriented to our markets, assessed our potential and set targets, we need to get out there and help our teams raise the money. They flip open The Map and realize there are no more chapters... perhaps there will be a sequel? Stay tuned, same bat time, same bat channel!

## How to Learn More

The Map of Opportunity is based on the real-life experiences of real-life nonprofit executives. We recognize The Map is only a start for us and for you. We continue to build on this work and welcome opportunities to tell you more. Here are a few additional products coming to a theatre near you:

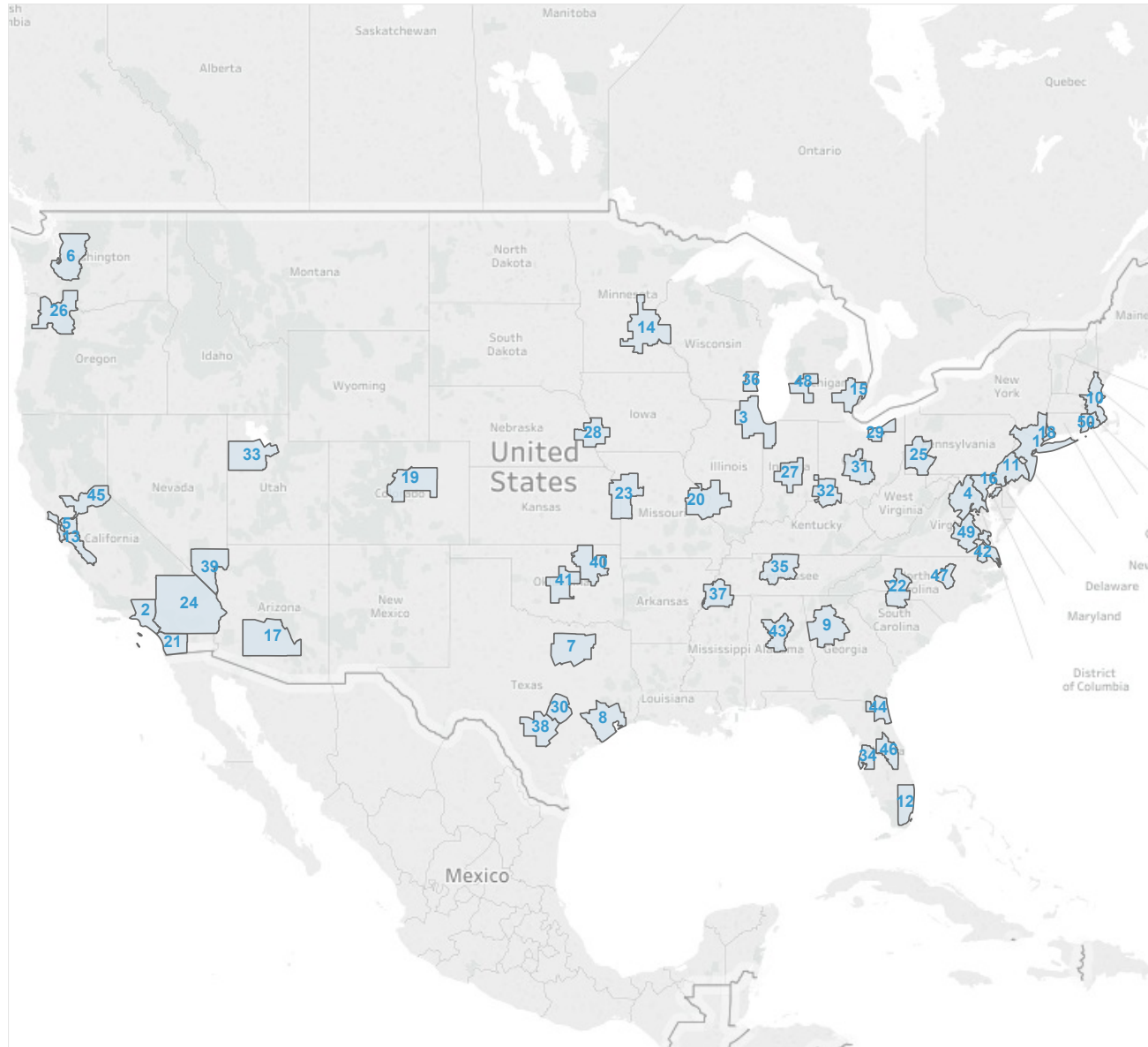
- **Insight to Action Guide Supplementary Materials**—We provide samples and templates for the key steps in each of the guides, including pre-read email and survey, agendas, excel tools, and discussion / facilitation guides.
- **Market Assessment**—We provide a package of your Market Overviews and a Room40 assessment of potential, essentially handing you the analytics required for Insight to Action Guide 2.
- **Advisory & Consulting Services**—We provide advisory and customized consulting services to guide and coach you through the each of the Insight to Action Guides.

Finally, we welcome the opportunity to learn from you. Drop us a note to tell us how you used the The Map in your work, share insights about a market, or questions you have.

For the latest updates on The Map of Opportunity, please go to [www.room40group.com/TheMap](http://www.room40group.com/TheMap). To contact us or to join our mailing list, please write us at [improvethegap@room40group.com](mailto:improvethegap@room40group.com).

# Market Summaries

# Top 50 Markets

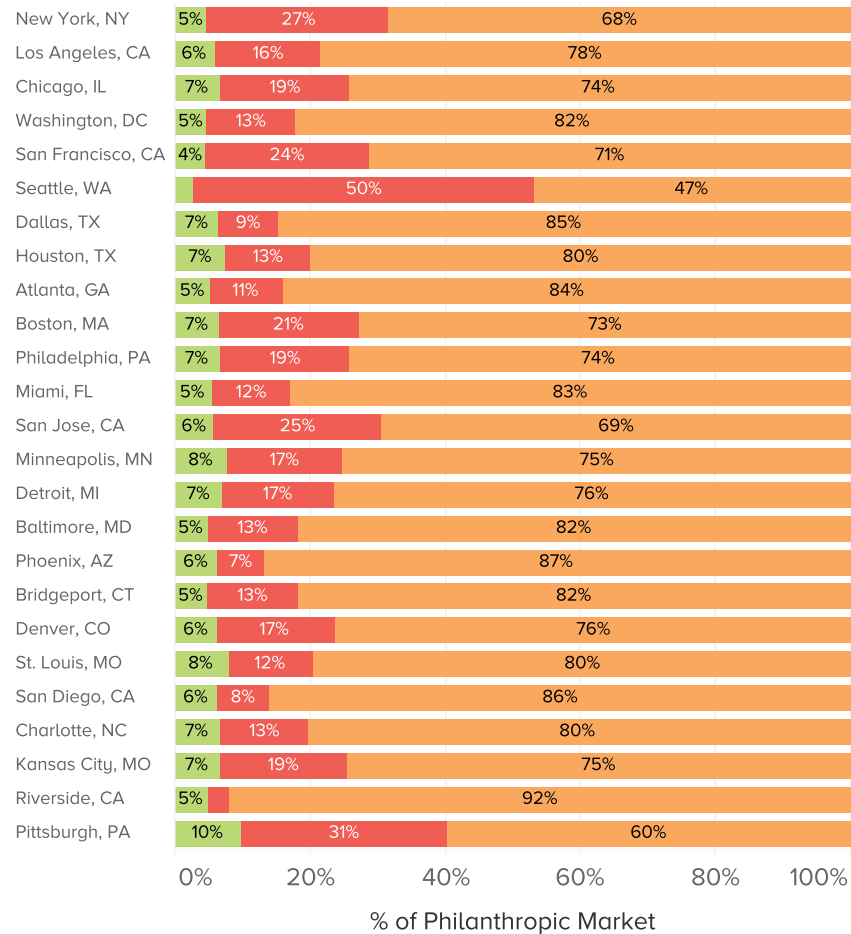


1	New York, NY	\$32,669M
2	Los Angeles, CA	\$14,052M
3	Chicago, IL	\$11,058M
4	Washington, DC	\$8,892M
5	San Francisco, CA	\$8,597M
6	Seattle, WA	\$7,714M
7	Dallas, TX	\$7,628M
8	Houston, TX	\$7,524M
9	Atlanta, GA	\$6,946M
10	Boston, MA	\$6,944M
11	Philadelphia, PA	\$6,697M
12	Miami, FL	\$5,765M
13	San Jose, CA	\$4,609M
14	Minneapolis, MN	\$4,117M
15	Detroit, MI	\$3,592M
16	Baltimore, MD	\$3,490M
17	Phoenix, AZ	\$3,068M
18	Bridgeport, CT	\$3,045M
19	Denver, CO	\$3,013M
20	St. Louis, MO	\$2,863M
21	San Diego, CA	\$2,769M
22	Charlotte, NC	\$2,492M
23	Kansas City, MO	\$2,256M
24	Riverside, CA	\$2,230M
25	Pittsburgh, PA	\$2,229M
26	Portland, OR	\$2,100M
27	Indianapolis, IN	\$1,995M
28	Omaha, NE	\$1,981M
29	Cleveland, OH	\$1,878M
30	Austin, TX	\$1,801M
31	Columbus, OH	\$1,790M
32	Cincinnati, OH	\$1,768M
33	Salt Lake City, UT	\$1,734M
34	Tampa, FL	\$1,712M
35	Nashville, TN	\$1,702M
36	Milwaukee, WI	\$1,598M
37	Memphis, TN	\$1,588M
38	San Antonio, TX	\$1,505M
39	Las Vegas, NV	\$1,486M
40	Tulsa, OK	\$1,452M
41	Oklahoma City, OK	\$1,412M
42	Virginia Beach, VA	\$1,401M
43	Birmingham, AL	\$1,380M
44	Jacksonville, FL	\$1,373M
45	Sacramento, CA	\$1,372M
46	Orlando, FL	\$1,328M
47	Raleigh, NC	\$1,318M
48	Grand Rapids, MI	\$1,275M
49	Richmond, VA	\$1,230M
50	Providence, RI	\$1,104M

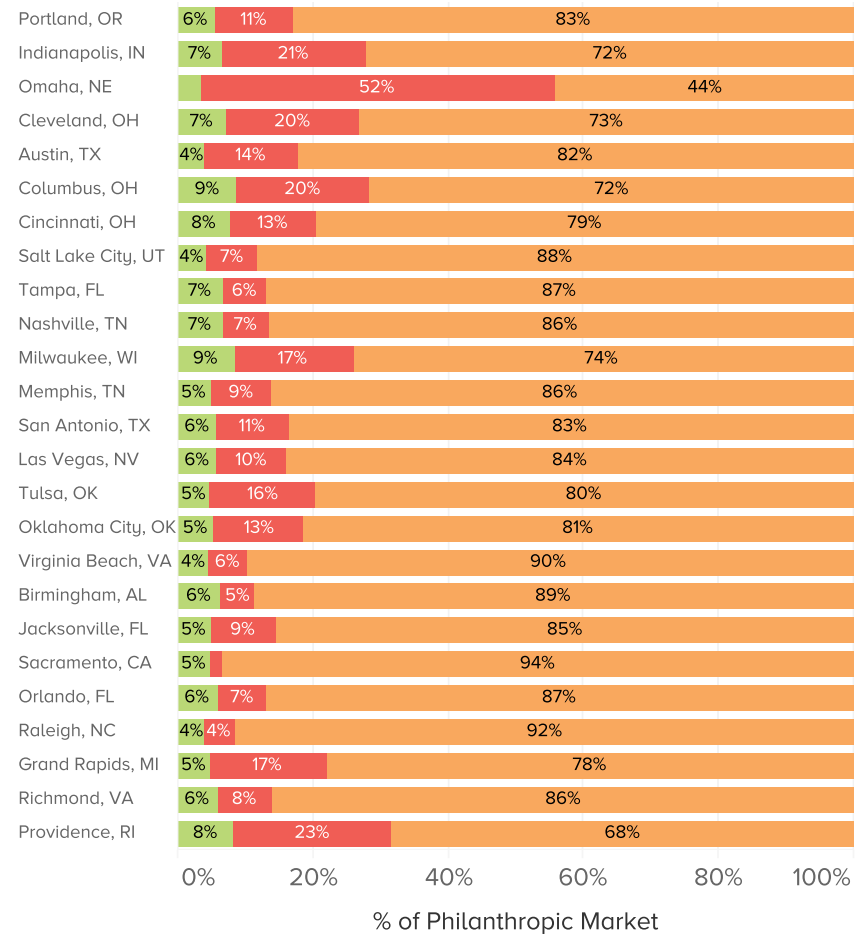
# Philanthropy by Source



Market 1 to 25

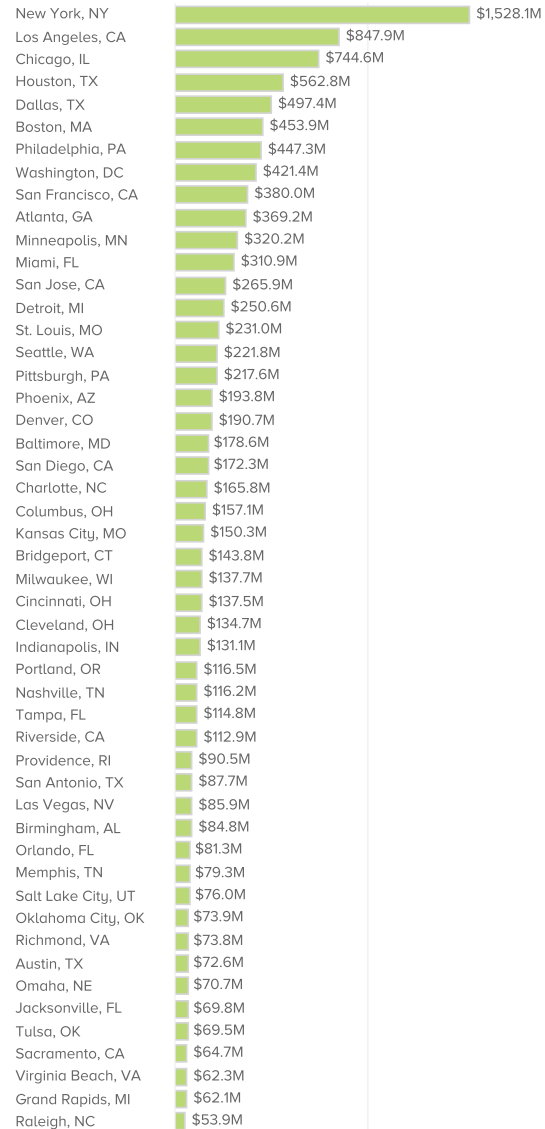


Market 26 to 50

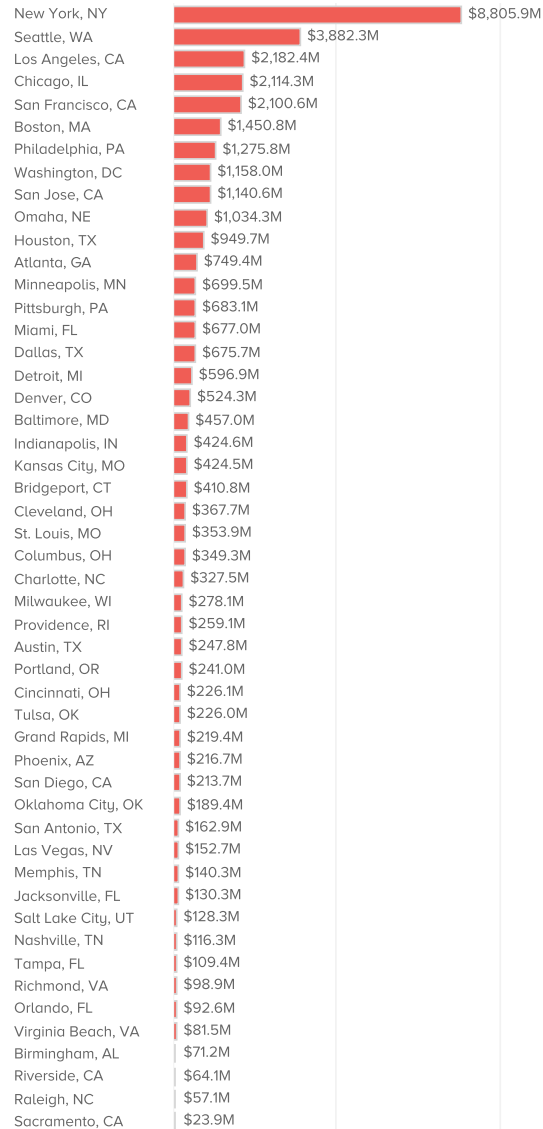


# Market Rank by Source

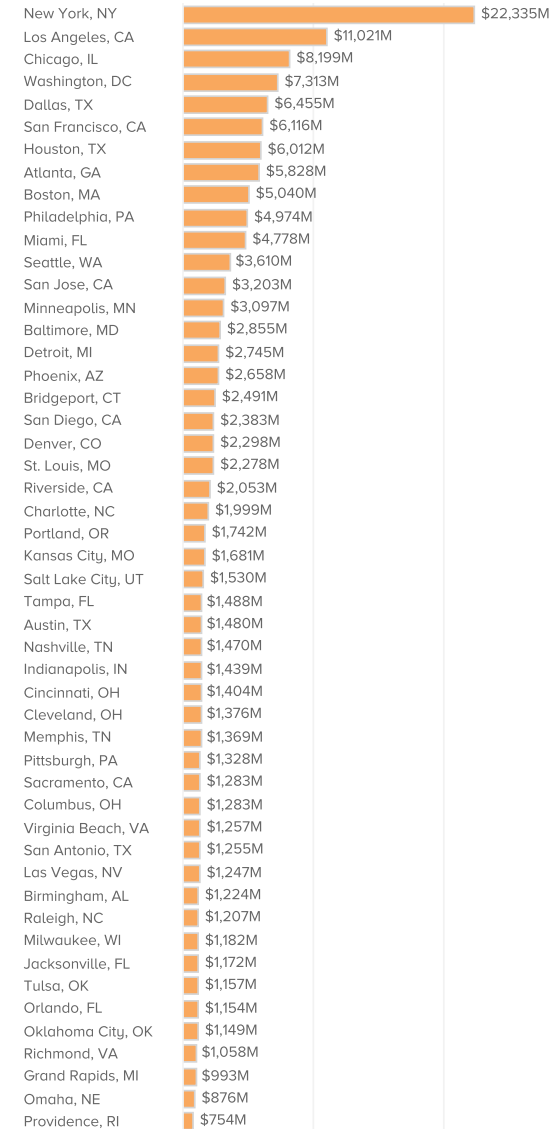
## CORPORATE



## FOUNDATION



## INDIVIDUAL

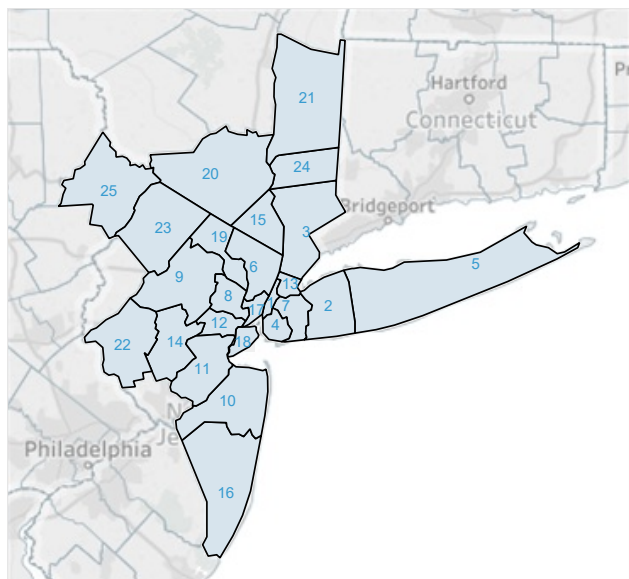


# New York, NY

#1 in the United States

\$32,669M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$22,335M	
Foundation	\$8,806M	
Corporate	\$1,528M	

## TOP COUNTIES

1	New York	\$15,587M	
2	Nassau	\$2,210M	
3	Westchester	\$2,187M	
4	Kings	\$1,886M	
5	Suffolk	\$1,502M	
6	Bergen	\$1,175M	
7	Queens	\$1,053M	
8	Essex	\$1,010M	
9	Morris	\$745M	
10	Monmouth	\$611M	

## OTHER COUNTIES

11	Middlesex	\$576M
12	Union	\$532M
13	Bronx	\$506M
14	Somerset	\$465M
15	Rockland	\$447M
16	Ocean	\$423M
17	Hudson	\$324M
18	Richmond	\$314M
19	Passaic	\$277M
20	Orange	\$252M
21	Dutchess	\$229M
22	Hunterdon	\$154M
23	Sussex	\$96M
24	Putnam	\$83M
25	Pike	\$24M

## Corporate: Top 10 Companies by Sales

HSBC North America Holdings	\$234.2B	
Unilever US Inc	\$197.7B	
Omnicom Group Inc	\$151.3B	
Verizon Communications Inc	\$131.6B	
Canon USA Inc	\$124.0B	
Cerberus Capital Management	\$106.1B	
JPMorgan Chase & Co	\$89.7B	
IBM	\$81.7B	
Total Lubricants USA Inc	\$73.5B	
MetLife Inc	\$70.0B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Ludwig Fund Cancer Research	\$540.0M	
Ford Foundation	\$430.1M	
Soros Fund Charitable Fdn	\$391.6M	
Soros Economic Dev Fund	\$315.4M	
Fdn to Promote Open Society	\$313.5M	
Andrew W. Mellon Foundation	\$264.0M	
Simons Foundation	\$226.1M	
Helmsley Charitable Trust	\$219.9M	
Carnegie Corporation of NY	\$117.6M	
Rockefeller Foundation	\$114.6M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

10021	New York	NY	\$631.4M	
10128	New York	NY	\$470.5M	
10065	New York	NY	\$440.2M	
10022	New York	NY	\$391.3M	
10024	New York	NY	\$379.5M	
10005	New York	NY	\$345.5M	
10023	New York	NY	\$293.5M	
10028	New York	NY	\$290.1M	
10019	New York	NY	\$290.1M	
10583	Scarsdale	NY	\$218.2M	

Source: IRS, Philanthropy.com

## New York, NY

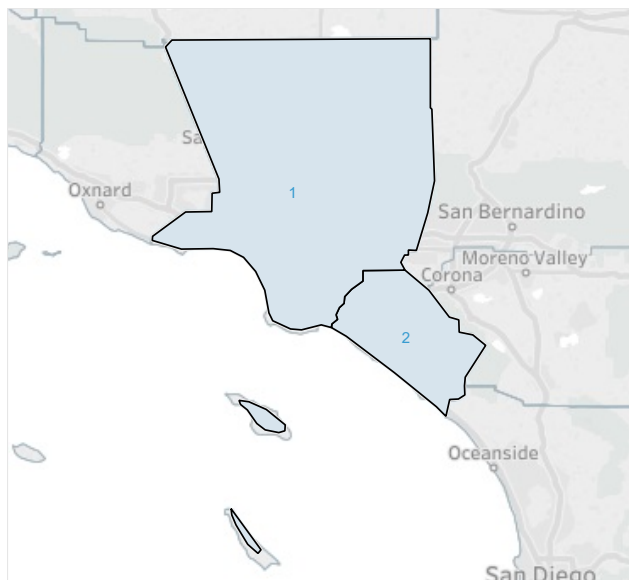
Market by County and Source			Corporate	Foundation	Individual	Total
1	New York	NY	\$688.2M	\$7,363.1M	\$7,535.2M	\$15,586.5M
2	Nassau	NY	\$82.4M	\$166.1M	\$1,961.5M	\$2,209.9M
3	Westchester	NY	\$99.3M	\$262.2M	\$1,825.9M	\$2,187.3M
4	Kings	NY	\$33.1M	\$141.0M	\$1,712.0M	\$1,886.1M
5	Suffolk	NY	\$69.0M	\$105.6M	\$1,327.3M	\$1,501.9M
6	Bergen	NJ	\$95.2M	\$115.7M	\$964.0M	\$1,174.8M
7	Queens	NY	\$41.5M	\$5.3M	\$1,006.0M	\$1,052.8M
8	Essex	NJ	\$50.7M	\$209.2M	\$750.5M	\$1,010.4M
9	Morris	NJ	\$79.9M	\$102.3M	\$563.1M	\$745.2M
10	Monmouth	NJ	\$25.5M	\$24.3M	\$560.9M	\$610.7M
11	Middlesex	NJ	\$42.5M	\$11.4M	\$521.9M	\$575.7M
12	Union	NJ	\$45.7M	\$64.9M	\$421.0M	\$531.6M
13	Bronx	NY	\$22.6M	\$6.5M	\$477.3M	\$506.4M
14	Somerset	NJ	\$36.4M	\$53.4M	\$375.6M	\$465.3M
15	Rockland	NY	\$7.2M	\$35.1M	\$404.9M	\$447.2M
16	Ocean	NJ	\$13.7M	\$24.8M	\$385.0M	\$423.4M
17	Hudson	NJ	\$38.0M	\$12.7M	\$273.1M	\$323.8M
18	Richmond	NY	\$11.1M	\$7.4M	\$295.8M	\$314.3M
19	Passaic	NJ	\$20.1M	\$25.1M	\$231.8M	\$276.9M
20	Orange	NY	\$7.6M	\$9.5M	\$235.2M	\$252.3M
21	Dutchess	NY	\$5.9M	\$32.4M	\$190.9M	\$229.3M
22	Hunterdon	NJ	\$6.3M	\$22.4M	\$125.2M	\$153.9M
23	Sussex	NJ	\$3.6M	\$1.6M	\$90.9M	\$96.1M
24	Putnam	NY	\$2.0M	\$3.8M	\$77.1M	\$82.9M
25	Pike	PA	\$0.5M	\$0.3M	\$23.6M	\$24.5M
Grand Total			\$1,528.1M	\$8,805.9M	\$22,335.5M	\$32,669.4M

# Los Angeles, CA

#2 in the United States

\$14,052M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$11,021M	
Foundation	\$2,182M	
Corporate	\$848M	

## TOP COUNTIES

1	Los Angeles	\$10,420M	
2	Orange	\$3,631M	

## Corporate: Top 10 Companies by Sales

Platinum Equity	\$43.8B	
Mattel Inc	\$24.0B	
World Oil Marketing Co	\$21.5B	
Uti Worldwide Inc	\$20.1B	
Walt Disney Co	\$19.1B	
Western Digital Corporation	\$13.0B	
Avery Dennison Corporation	\$12.3B	
Jacobs Engineering Group Inc	\$10.7B	
CBRE Group Inc	\$10.1B	
AECOM	\$9.8B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

California Endowment	\$238.3M	
Eli & Edythe Broad Fdn	\$163.0M	
Conrad N. Hilton Foundation	\$126.0M	
LA County Prop 10 Commission	\$80.4M	
Annenberg Foundation	\$68.9M	
Ahmanson Foundation	\$49.3M	
Marisla Foundation	\$46.2M	
W. M. Keck Foundation	\$40.4M	
Orange County Comm Fdn	\$37.8M	
Weingart Foundation	\$30.7M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

90210	Beverly Hills	CA	\$318.0M	
90049	Los Angeles	CA	\$223.4M	
90024	Los Angeles	CA	\$211.7M	
90272	Pacific Palisad..	CA	\$163.8M	
90067	Los Angeles	CA	\$125.8M	
92660	Newport Beach	CA	\$112.8M	
90025	Los Angeles	CA	\$108.2M	
91436	Encino	CA	\$106.6M	
90266	Manhattan Be..	CA	\$101.0M	
90274	Palos Verdes ..	CA	\$95.5M	

Source: IRS, Philanthropy.com



# Los Angeles, CA

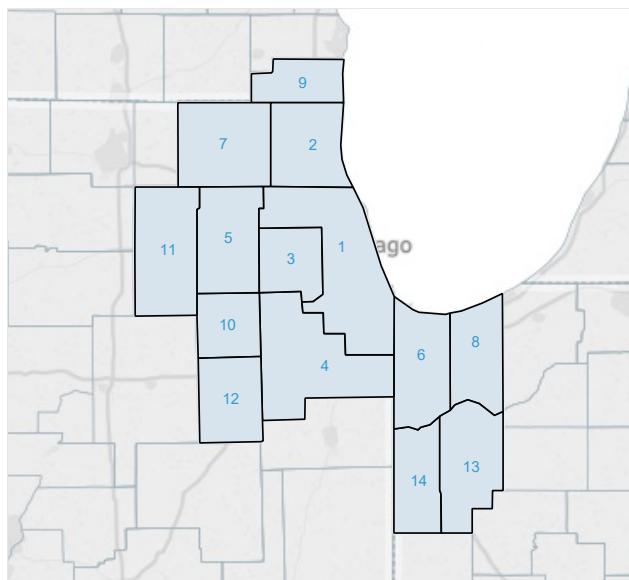
Market by County and Source			Corporate	Foundation	Individual	Total
1	Los Angeles	CA	\$532.9M	\$1,907.6M	\$7,979.9M	\$10,420.3M
2	Orange	CA	\$315.0M	\$274.8M	\$3,041.6M	\$3,631.4M
Grand Total			\$847.9M	\$2,182.4M	\$11,021.5M	\$14,051.8M

# Chicago, IL

#3 in the United States

\$11,058M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$8,199M	<div><div></div></div>
Foundation	\$2,114M	<div><div></div></div>
Corporate	\$745M	<div><div></div></div>

## OTHER COUNTIES

11	DeKalb	IL	\$53M
12	Grundy	IL	\$25M
13	Jasper	IN	\$18M
14	Newton	IN	\$4M

## TOP COUNTIES

1	Cook	IL	\$6,896M	<div><div></div></div>
2	Lake	IL	\$1,263M	<div><div></div></div>
3	DuPage	IL	\$1,195M	<div><div></div></div>
4	Will	IL	\$480M	<div><div></div></div>
5	Kane	IL	\$389M	<div><div></div></div>
6	Lake	IN	\$250M	<div><div></div></div>
7	McHenry	IL	\$223M	<div><div></div></div>
8	Porter	IN	\$105M	<div><div></div></div>
9	Kenosha	WI	\$85M	<div><div></div></div>
10	Kendall	IL	\$72M	<div><div></div></div>

## Corporate: Top 10 Companies by Sales

Omron Management Center	\$175.4B	<div><div></div></div>
Walgreens Boots Alliance Inc	\$117.4B	<div><div></div></div>
Boeing Co	\$83.1B	<div><div></div></div>
Mondelez International	\$62.6B	<div><div></div></div>
Cti Industries Corporation	\$59.4B	<div><div></div></div>
Blue Cross & Blue Shield	\$55.4B	<div><div></div></div>
McDonald's Corporation	\$46.7B	<div><div></div></div>
Sara Lee Corporation	\$45.9B	<div><div></div></div>
United Continental Holdings	\$37.9B	<div><div></div></div>
AON Corporation	\$31.7B	<div><div></div></div>

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

MacArthur Foundation	\$213.2M	<div><div></div></div>
Chicago Community Trust	\$149.1M	<div><div></div></div>
Circle of Service Foundation	\$54.6M	<div><div></div></div>
Arie and Ida Crown Memorial	\$40.5M	<div><div></div></div>
Joyce Foundation	\$37.1M	<div><div></div></div>
Caerus Foundation Inc.	\$29.9M	<div><div></div></div>
Zell Family Foundation	\$24.9M	<div><div></div></div>
Robert R. McCormick Fdn	\$24.5M	<div><div></div></div>
Bobolink Foundation	\$23.5M	<div><div></div></div>
Alphawood Foundation	\$23.1M	<div><div></div></div>

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

60614	Chicago	IL	\$223.5M	<div><div></div></div>
60601	Chicago	IL	\$219.1M	<div><div></div></div>
60611	Chicago	IL	\$214.1M	<div><div></div></div>
60093	Winnetka	IL	\$197.5M	<div><div></div></div>
60035	Highland Park	IL	\$133.7M	<div><div></div></div>
60045	Lake Forest	IL	\$122.8M	<div><div></div></div>
60610	Chicago	IL	\$118.3M	<div><div></div></div>
60010	Barrington	IL	\$108.4M	<div><div></div></div>
60091	Wilmette	IL	\$80.8M	<div><div></div></div>
60062	Northbrook	IL	\$77.3M	<div><div></div></div>

Source: IRS, Philanthropy.com

## Chicago, IL

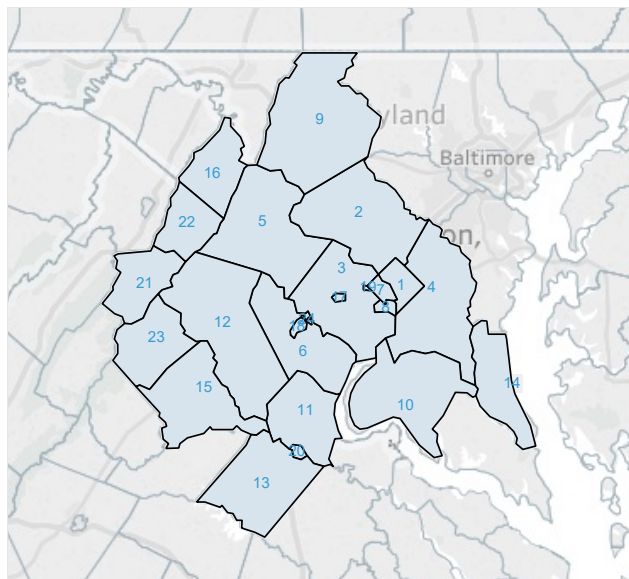
Market by County and Source			Corporate	Foundation	Individual	Total
1	Cook	IL	\$440.4M	\$1,875.0M	\$4,580.2M	\$6,895.6M
2	Lake	IL	\$98.6M	\$112.8M	\$1,051.8M	\$1,263.2M
3	DuPage	IL	\$123.9M	\$71.8M	\$999.5M	\$1,195.2M
4	Will	IL	\$19.4M	\$1.9M	\$458.8M	\$480.1M
5	Kane	IL	\$21.7M	\$19.5M	\$347.4M	\$388.5M
6	Lake	IN	\$13.9M	\$16.6M	\$219.1M	\$249.5M
7	McHenry	IL	\$8.9M	\$3.0M	\$211.3M	\$223.2M
8	Porter	IN	\$2.6M	\$8.8M	\$93.9M	\$105.3M
9	Kenosha	WI	\$10.7M	\$0.1M	\$73.9M	\$84.7M
10	Kendall	IL	\$1.2M	\$0.0M	\$71.2M	\$72.4M
11	DeKalb	IL	\$2.5M	\$3.3M	\$47.4M	\$53.2M
12	Grundy	IL	\$0.2M	\$1.5M	\$23.5M	\$25.2M
13	Jasper	IN	\$0.4M	\$0.2M	\$17.0M	\$17.6M
14	Newton	IN	\$0.1M	\$0.0M	\$3.7M	\$3.8M
Grand Total			\$744.6M	\$2,114.3M	\$8,198.7M	\$11,057.6M

# Washington, DC

#4 in the United States

\$8,892M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$7,313M	
Foundation	\$1,158M	
Corporate	\$421M	

## TOP COUNTIES

1	District of Colu..	\$1,876M	
2	Montgomery	\$1,752M	
3	Fairfax	\$1,712M	
4	Prince George's	\$1,230M	
5	Loudoun	\$401M	
6	Prince William	\$375M	
7	Arlington	\$342M	
8	Alexandria (Ind..	\$203M	
9	Frederick	\$201M	
10	Charles	\$177M	

## Corporate: Top 10 Companies by Sales

US Postal Service	\$154.0B	
Lockheed Martin Corp	\$51.5B	
General Dynamics Corporation	\$31.5B	
Mars Inc	\$26.3B	
Capital One Financial	\$25.0B	
Northrop Grumman Corp	\$23.5B	
Danaher Corporation	\$20.6B	
BAE Systems	\$18.3B	
Marriott International Inc	\$17.0B	
National Railroad Passenger	\$16.3B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Nat'l Endowment for Democracy	\$134.9M	
Wyss Foundation	\$75.1M	
Community Fdn Nat Cap Region	\$53.0M	
United Nations Foundation	\$50.1M	
John W. Kluge Foundation	\$49.3M	
Charles Koch Foundation	\$31.5M	
Freedom Forum Inc.	\$25.5M	
Public Welfare Foundation	\$20.5M	
Gottesman Fund	\$20.1M	
Cafritz Foundation	\$19.3M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

20008	Washington	DC	\$98.9M	
20007	Washington	DC	\$87.8M	
20016	Washington	DC	\$85.1M	
20011	Washington	DC	\$48.1M	
20015	Washington	DC	\$38.0M	
20002	Washington	DC	\$36.3M	
20019	Washington	DC	\$33.5M	
20020	Washington	DC	\$33.5M	
20009	Washington	DC	\$29.1M	
20003	Washington	DC	\$26.6M	

Source: IRS, Philanthropy.com

## Washington, DC

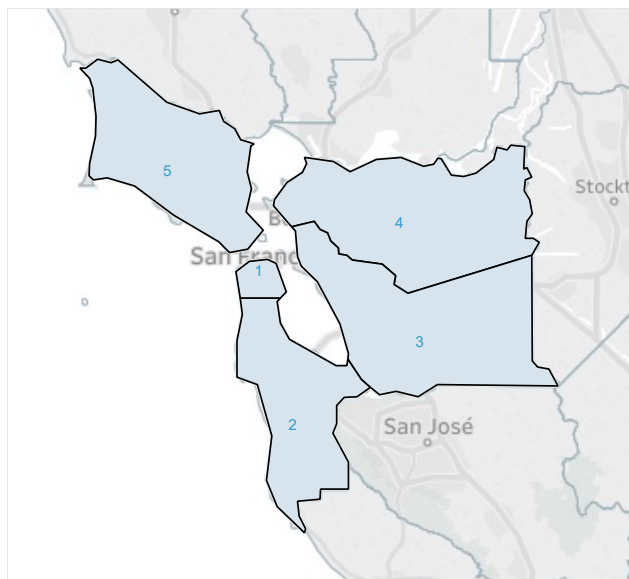
Market by County and Source			Corporate	Foundation	Individual	Total
1	District of Columb..	DC	\$84.0M	\$704.0M	\$1,088.5M	\$1,876.5M
2	Montgomery	MD	\$77.8M	\$207.6M	\$1,467.0M	\$1,752.4M
3	Fairfax	VA	\$135.6M	\$102.8M	\$1,473.8M	\$1,712.2M
4	Prince George's	MD	\$24.0M	\$8.5M	\$1,197.5M	\$1,230.1M
5	Loudoun	VA	\$13.2M	\$25.6M	\$362.4M	\$401.2M
6	Prince William	VA	\$10.7M	\$7.7M	\$356.7M	\$375.1M
7	Arlington	VA	\$34.1M	\$53.0M	\$254.6M	\$341.7M
8	Alexandria (Indep..	VA	\$18.6M	\$7.6M	\$176.8M	\$202.9M
9	Frederick	MD	\$8.8M	\$3.8M	\$188.9M	\$201.4M
10	Charles	MD	\$2.3M	\$0.1M	\$174.4M	\$176.8M
11	Stafford	VA	\$1.5M	\$0.0M	\$116.0M	\$117.5M
12	Fauquier	VA	\$0.8M	\$19.4M	\$85.9M	\$106.1M
13	Spotsylvania	VA	\$1.5M	\$0.1M	\$94.6M	\$96.2M
14	Calvert	MD	\$2.1M	\$0.9M	\$83.4M	\$86.4M
15	Culpeper	VA	\$0.8M	\$0.2M	\$30.7M	\$31.6M
16	Jefferson	WV	\$1.0M	\$1.0M	\$29.0M	\$31.0M
17	Fairfax City	VA	\$2.1M	\$5.2M	\$22.0M	\$29.4M
18	Manassas	VA	\$1.1M	\$3.3M	\$24.4M	\$28.8M
19	Falls Church	VA	\$0.5M	\$1.4M	\$24.6M	\$26.5M
20	Fredericksburg	VA	\$0.8M	\$1.4M	\$18.5M	\$20.6M
21	Warren	VA	\$0.1M	\$0.0M	\$18.2M	\$18.4M
22	Clarke	VA	\$0.0M	\$4.4M	\$11.6M	\$16.0M
23	Rappahannock	VA	\$0.0M	\$0.0M	\$7.2M	\$7.3M
24	Manassas Park	VA	\$0.1M	\$0.0M	\$6.3M	\$6.4M
Grand Total			\$421.4M	\$1,158.0M	\$7,313.0M	\$8,892.3M

# San Francisco, CA

#5 in the United States

\$8,597M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$6,116M	
Foundation	\$2,101M	
Corporate	\$380M	

## TOP COUNTIES

1	San Francisco	\$3,028M	
2	San Mateo	\$2,271M	
3	Alameda	\$1,320M	
4	Contra Costa	\$1,225M	
5	Marin	\$752M	

## Corporate: Top 10 Companies by Sales

Wells Fargo & Company	\$203.2B	
Safeway Inc	\$199.5B	
McKesson Corporation	\$190.9B	
Chevron Corp	\$60.6B	
Kaiser Permanente	\$48.8B	
Bechtel Corp	\$42.7B	
Oracle Corp	\$37.0B	
Gap Inc	\$28.7B	
PG&E Corporation	\$18.5B	
Core Mark International Inc	\$11.1B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Schwab Charitable Fund	\$1,277.3M	
William & Flora Hewlett Fdn	\$316.6M	
S.D. Bechtel Jr. Foundation	\$97.1M	
TOSA Foundation	\$93.4M	
San Francisco Foundation	\$78.0M	
James Irvine Foundation	\$69.8M	
Energy Foundation	\$49.8M	
Sea Change Foundation	\$44.2M	
Roberts Foundation	\$35.0M	
Give2Asia	\$32.7M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

94010	Burlingame	CA	\$191.1M	
94027	Atherton	CA	\$185.3M	
94111	San Francisco	CA	\$172.5M	
94062	Redwood City	CA	\$166.5M	
94596	Walnut Creek	CA	\$132.9M	
94115	San Francisco	CA	\$125.1M	
94303	Palo Alto	CA	\$119.2M	
94118	San Francisco	CA	\$115.3M	
94123	San Francisco	CA	\$115.0M	
94025	Menlo Park	CA	\$110.0M	

Source: IRS, Philanthropy.com

## San Francisco, CA

Market by County and Source			Corporate	Foundation	Individual	Total
1	San Francisco	CA	\$120.7M	\$1,101.2M	\$1,805.6M	\$3,027.5M
2	San Mateo	CA	\$77.9M	\$571.8M	\$1,621.4M	\$2,271.1M
3	Alameda	CA	\$121.7M	\$119.2M	\$1,079.6M	\$1,320.4M
4	Contra Costa	CA	\$42.1M	\$109.7M	\$1,073.6M	\$1,225.5M
5	Marin	CA	\$17.6M	\$198.6M	\$536.1M	\$752.3M
Grand Total			\$380.0M	\$2,100.6M	\$6,116.3M	\$8,596.8M

# Seattle, WA

#6 in the United States

\$7,714M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Foundation	\$3,882M	
Individual	\$3,610M	
Corporate	\$222M	

## TOP COUNTIES

1	King	\$6,720M	
2	Pierce	\$539M	
3	Snohomish	\$455M	

## Corporate: Top 10 Companies by Sales

Costco Wholesale Corp	\$116.2B	
Amazon.com Inc	\$107.0B	
Microsoft Corporation	\$85.3B	
T-Mobile USA Inc	\$32.1B	
Providence Health & Service	\$20.1B	
Starbucks Corporation	\$19.2B	
PACCAR Inc	\$18.7B	
Nordstrom Inc	\$10.3B	
Weyerhaeuser Co	\$7.1B	
Expedia Inc	\$6.7B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Bill & Melinda Gates Fdn	\$3,921.4M	
Paul G. Allen Family Fdn	\$117.5M	
Seattle Foundation	\$72.4M	
United Way of King County	\$42.3M	
Washington Research Fdn	\$30.0M	
Marguerite Casey Foundation	\$23.5M	
Norcliffe Foundation	\$20.8M	
Gary E. Milgard Family Fdn	\$15.4M	
Wilburforce Foundation	\$9.6M	
Islands Fund	\$9.4M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

98112	Seattle	WA	\$81.0M	
98004	Bellevue	WA	\$80.8M	
98040	Mercer Island	WA	\$77.9M	
98052	Redmond	WA	\$48.5M	
98006	Bellevue	WA	\$47.3M	
98033	Kirkland	WA	\$46.9M	
98101	Seattle	WA	\$44.9M	
98121	Seattle	WA	\$42.3M	
98115	Seattle	WA	\$40.5M	
98105	Seattle	WA	\$40.0M	

Source: IRS, Philanthropy.com



## Seattle, WA

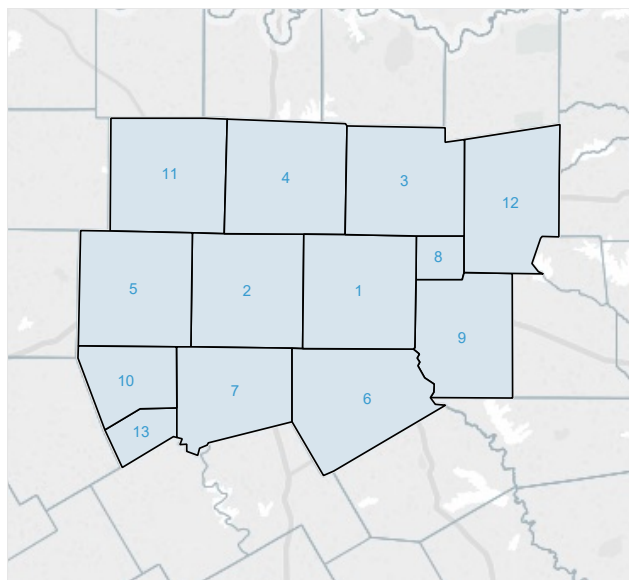
Market by County and Source			Corporate	Foundation	Individual	Total
1	King	WA	\$182.0M	\$3,832.5M	\$2,705.3M	\$6,719.8M
2	Pierce	WA	\$23.3M	\$42.0M	\$473.3M	\$538.6M
3	Snohomish	WA	\$16.5M	\$7.8M	\$431.0M	\$455.4M
Grand Total			\$221.8M	\$3,882.3M	\$3,609.7M	\$7,713.8M

# Dallas, TX

#7 in the United States

\$7,628M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$6,455M	
Foundation	\$676M	
Corporate	\$497M	

## OTHER COUNTIES

11	Wise	\$42M
12	Hunt	\$35M
13	Somervell	\$7M

## TOP COUNTIES

1	Dallas	\$3,350M	
2	Tarrant	\$1,992M	
3	Collin	\$1,025M	
4	Denton	\$668M	
5	Parker	\$106M	
6	Ellis	\$104M	
7	Johnson	\$95M	
8	Rockwall	\$89M	
9	Kaufman	\$69M	
10	Hood	\$46M	

## Corporate: Top 10 Companies by Sales

Exxon Mobil Corporation	\$259.5B	
AT&T Inc	\$146.8B	
American Airlines Group Inc	\$36.3B	
Tenet Healthcare Corp	\$18.6B	
Stmicroelectronics	\$16.0B	
Energy Transfer Equity LP	\$14.5B	
Southwest Airlines Co	\$14.0B	
J C Penney Co Inc	\$12.6B	
Brinker International Inc	\$10.8B	
DR Horton Inc	\$10.8B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Communities Fdn of Texas	\$70.4M	
Dallas Foundation	\$55.7M	
Rees-Jones Foundation	\$34.3M	
Amon G. Carter Foundation	\$26.1M	
Comm Fdn of Northern Texas	\$19.1M	
O'Donnell Foundation	\$18.0M	
Hamon Charitable Foundation	\$14.9M	
Selma E. Andrews Trust	\$7.8M	
Nat'l Math & Science Init.	\$7.3M	
The Morris Foundation	\$6.9M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

75225	Dallas	TX	\$268.7M	
76102	Fort Worth	TX	\$164.2M	
75205	Dallas	TX	\$161.1M	
75230	Dallas	TX	\$125.6M	
75219	Dallas	TX	\$104.2M	
75093	Plano	TX	\$90.1M	
75201	Dallas	TX	\$82.9M	
75070	Mckinney	TX	\$79.4M	
76107	Fort Worth	TX	\$75.6M	
76092	Southlake	TX	\$75.3M	

Source: IRS, Philanthropy.com

## Dallas, TX

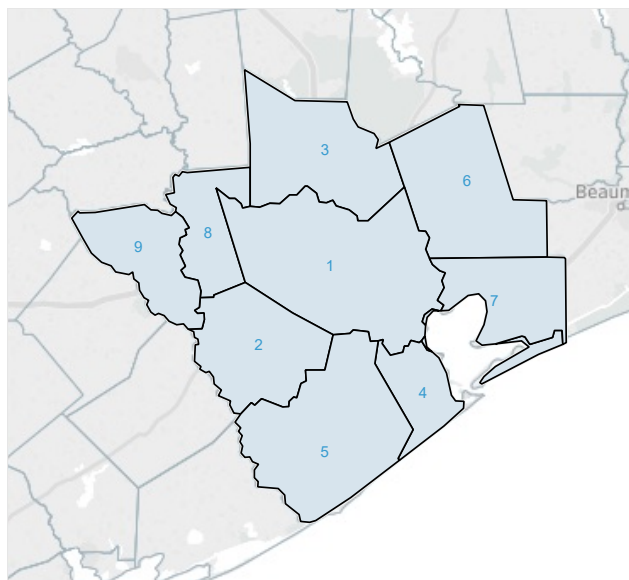
Market by County and Source			Corporate	Foundation	Individual	Total
1	Dallas	TX	\$320.4M	\$440.7M	\$2,588.9M	\$3,350.1M
2	Tarrant	TX	\$83.9M	\$173.1M	\$1,735.1M	\$1,992.2M
3	Collin	TX	\$53.7M	\$36.3M	\$935.4M	\$1,025.4M
4	Denton	TX	\$16.9M	\$12.5M	\$638.8M	\$668.3M
5	Parker	TX	\$2.5M	\$1.8M	\$101.4M	\$105.7M
6	Ellis	TX	\$3.2M	\$0.9M	\$100.0M	\$104.1M
7	Johnson	TX	\$7.0M	\$1.3M	\$86.3M	\$94.6M
8	Rockwall	TX	\$0.2M	\$0.3M	\$88.7M	\$89.2M
9	Kaufman	TX	\$3.0M	\$5.8M	\$60.4M	\$69.3M
10	Hood	TX	\$1.7M	\$0.9M	\$43.0M	\$45.6M
11	Wise	TX	\$4.1M	\$0.9M	\$36.6M	\$41.6M
12	Hunt	TX	\$0.6M	\$0.2M	\$34.7M	\$35.5M
13	Somervell	TX	\$0.0M	\$1.0M	\$5.8M	\$6.8M
Grand Total			\$497.4M	\$675.7M	\$6,455.1M	\$7,628.2M

# Houston, TX

#8 in the United States

\$7,524M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$6,012M	
Foundation	\$950M	
Corporate	\$563M	

## TOP COUNTIES

1	Harris	\$5,628M	
2	Fort Bend	\$693M	
3	Montgomery	\$594M	
4	Galveston	\$289M	
5	Brazoria	\$221M	
6	Liberty	\$29M	
7	Chambers	\$25M	
8	Waller	\$23M	
9	Austin	\$22M	

## Corporate: Top 10 Companies by Sales

Phillips 66	\$99.0B	
Schlumberger Ltd	\$95.0B	
BP Corporation North America	\$72.7B	
Halliburton Co	\$58.8B	
Sysco Corp	\$50.4B	
Chicago Bridge & Iron Co	\$32.6B	
ConocoPhillips	\$29.6B	
Landry's Inc	\$27.8B	
Shell Oil Company	\$27.8B	
Transocean Inc	\$18.5B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Laura and John Arnold Fdn	\$102.8M	
Houston Endowment Inc.	\$84.3M	
Greater Houston Comm Fdn	\$79.3M	
Brown Foundation Inc.	\$68.5M	
Moody Foundation	\$62.8M	
Kinder Foundation	\$42.5M	
Terry Foundation	\$20.6M	
Robert A. Welch Foundation	\$20.4M	
Moody Gardens Inc.	\$16.1M	
Robert & Janice McNair Fdn	\$14.7M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

77024	Houston	TX	\$391.3M	
77019	Houston	TX	\$170.5M	
77005	Houston	TX	\$149.4M	
77056	Houston	TX	\$123.4M	
77002	Houston	TX	\$99.8M	
77479	Sugar Land	TX	\$91.2M	
77379	Spring	TX	\$88.0M	
77381	Spring	TX	\$78.3M	
77494	Katy	TX	\$77.4M	
77007	Houston	TX	\$75.1M	

Source: IRS, Philanthropy.com

## Houston, TX

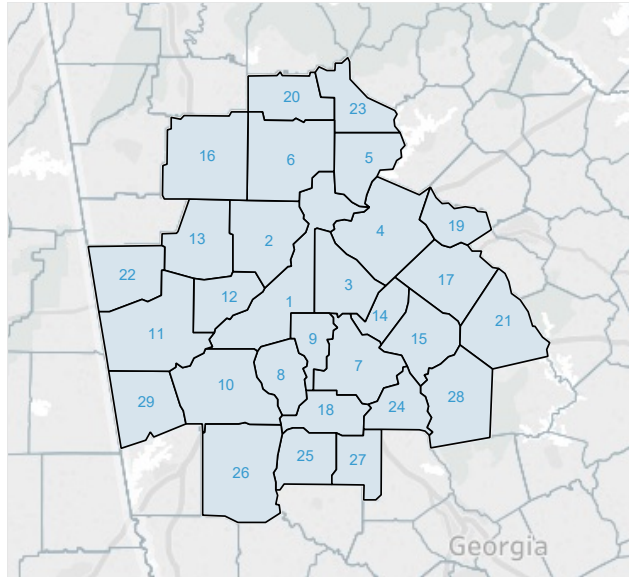
Market by County and Source			Corporate	Foundation	Individual	Total
1	Harris	TX	\$477.3M	\$809.9M	\$4,340.5M	\$5,627.7M
2	Fort Bend	TX	\$17.7M	\$32.4M	\$642.8M	\$692.9M
3	Montgomery	TX	\$44.9M	\$25.9M	\$523.4M	\$594.2M
4	Galveston	TX	\$13.9M	\$76.1M	\$199.2M	\$289.2M
5	Brazoria	TX	\$6.5M	\$1.4M	\$213.5M	\$221.4M
6	Liberty	TX	\$1.1M	\$1.2M	\$26.9M	\$29.1M
7	Chambers	TX	\$0.5M	\$0.0M	\$24.4M	\$24.9M
8	Waller	TX	\$0.7M	\$0.0M	\$22.5M	\$23.2M
9	Austin	TX	\$0.1M	\$2.8M	\$19.0M	\$21.9M
Grand Total			\$562.8M	\$949.7M	\$6,012.0M	\$7,524.5M

# Atlanta, GA

#9 in the United States

\$6,946M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$5,828M	
Foundation	\$749M	
Corporate	\$369M	

## TOP COUNTIES

1	Fulton	\$2,597M	
2	Cobb	\$953M	
3	DeKalb	\$762M	
4	Gwinnett	\$758M	
5	Forsyth	\$211M	
6	Cherokee	\$197M	
7	Henry	\$194M	
8	Fayette	\$181M	
9	Clayton	\$171M	
10	Coweta	\$119M	

## Corporate: Top 10 Companies by Sales

Home Depot Inc	\$180.2B	
Cox Enterprises Inc	\$79.4B	
Coca-Cola Company	\$41.9B	
United Parcel Service Inc	\$24.9B	
Delta Air Lines Inc	\$21.2B	
Genuine Parts Co	\$15.3B	
HD Supply Holdings Inc	\$14.8B	
Southern Company LLC	\$11.3B	
Veritiv Corporation	\$8.7B	
SunTrust Banks Inc	\$8.5B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Robert W. Woodruff Fdn	\$121.5M	
Comm Fdn Greater Atlanta	\$102.1M	
Lettie Pate Evans Fdn-Restr.	\$75.2M	
Marcus Foundation Inc.	\$64.4M	
Joseph B. Whitehead Fdn	\$44.5M	
Lettie Pate Whitehead Fdn	\$42.6M	
Goizueta Foundation Inc.	\$26.4M	
J. Bulow Campbell Foundation	\$24.6M	
Lettie Pate Evans Fdn-Gen.	\$10.4M	
O. Wayne Rollins Foundation	\$10.0M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

30327	Atlanta	GA	\$210.0M	
30305	Atlanta	GA	\$140.2M	
30319	Atlanta	GA	\$115.9M	
30342	Atlanta	GA	\$94.9M	
30022	Alpharetta	GA	\$94.1M	
30097	Duluth	GA	\$89.1M	
30075	Roswell	GA	\$82.8M	
30024	Suwanee	GA	\$78.5M	
30064	Marietta	GA	\$77.0M	
30062	Marietta	GA	\$76.6M	

Source: IRS, Philanthropy.com

## Atlanta, GA

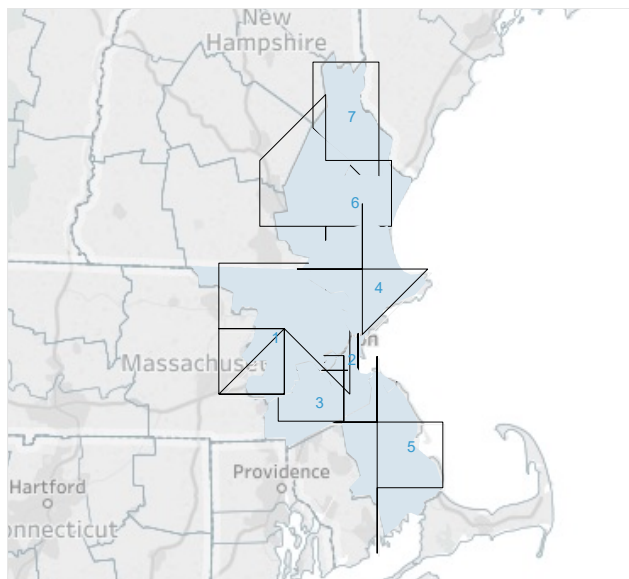
Market by County and Source			Corporate	Foundation	Individual	Total
1	Fulton	GA	\$182.2M	\$636.3M	\$1,778.7M	\$2,597.3M
2	Cobb	GA	\$55.6M	\$34.5M	\$863.1M	\$953.1M
3	DeKalb	GA	\$41.0M	\$40.7M	\$679.9M	\$761.6M
4	Gwinnett	GA	\$50.1M	\$14.3M	\$693.6M	\$758.0M
5	Forsyth	GA	\$6.3M	\$2.2M	\$202.6M	\$211.1M
6	Cherokee	GA	\$4.6M	\$3.9M	\$188.7M	\$197.2M
7	Henry	GA	\$3.9M	\$0.8M	\$189.3M	\$193.9M
8	Fayette	GA	\$1.7M	\$5.4M	\$173.7M	\$180.9M
9	Clayton	GA	\$5.0M	\$1.6M	\$164.4M	\$171.0M
10	Coweta	GA	\$1.2M	\$3.9M	\$114.2M	\$119.3M
11	Carroll	GA	\$4.0M	\$1.4M	\$112.4M	\$117.8M
12	Douglas	GA	\$2.1M	\$0.0M	\$107.2M	\$109.3M
13	Paulding	GA	\$0.5M	\$0.2M	\$97.6M	\$98.3M
14	Rockdale	GA	\$2.8M	\$0.6M	\$70.1M	\$73.6M
15	Newton	GA	\$1.1M	\$0.1M	\$68.4M	\$69.6M
16	Bartow	GA	\$1.8M	\$1.5M	\$63.2M	\$66.5M
17	Walton	GA	\$1.4M	\$0.4M	\$59.4M	\$61.2M
18	Spalding	GA	\$0.5M	\$0.0M	\$40.1M	\$40.6M
19	Barrow	GA	\$0.5M	\$0.6M	\$36.8M	\$37.9M
20	Pickens	GA	\$0.1M	\$0.4M	\$20.7M	\$21.2M
21	Morgan	GA	\$0.3M	\$0.1M	\$16.0M	\$16.5M
22	Haralson	GA	\$0.7M	\$0.2M	\$15.5M	\$16.3M
23	Dawson	GA	\$0.0M	\$0.0M	\$14.2M	\$14.2M
24	Butts	GA	\$0.9M	\$0.2M	\$13.1M	\$14.2M
25	Pike	GA	\$0.0M	\$0.0M	\$12.5M	\$12.5M
26	Meriwether	GA	\$0.1M	\$0.0M	\$12.3M	\$12.4M
27	Lamar	GA	\$0.7M	\$0.1M	\$9.2M	\$9.9M
28	Jasper	GA	\$0.0M	\$0.0M	\$6.5M	\$6.5M
29	Heard	GA	\$0.0M	\$0.0M	\$4.2M	\$4.2M
Grand Total			\$369.2M	\$749.4M	\$5,827.6M	\$6,946.2M

# Boston, MA

#10 in the United States

\$6,944M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$5,040M	
Foundation	\$1,451M	
Corporate	\$454M	

## TOP COUNTIES

1	Middlesex	\$2,214M	
2	Suffolk	\$2,177M	
3	Norfolk	\$1,248M	
4	Essex	\$598M	
5	Plymouth	\$356M	
6	Rockingham	\$308M	
7	Strafford	\$44M	

## Corporate: Top 10 Companies by Sales

TJX Companies Inc	\$151.4B	
EMC Corp	\$48.7B	
Flex Pharma Inc	\$32.8B	
Fresenius Medical Care NA	\$31.5B	
Raytheon Company	\$25.0B	
Boston Scientific Corp	\$22.0B	
State Street Corp	\$20.5B	
National Amusements Inc	\$19.5B	
Thermo Fisher Scientific Inc	\$18.5B	
Alere Inc	\$12.2B	

Source: AtoZdatabases

## Foundation: Top 10 Foundations by Philanthropy

Vanguard Charitable	\$527.1M	
Boston Foundation Inc.	\$106.5M	
Adelson Family Foundation	\$89.2M	
Edward C. Johnson Fund	\$51.9M	
Barr Foundation	\$48.2M	
Klarman Family Foundation	\$35.1M	
Sumner M. Redstone Fdn	\$31.0M	
Swartz Foundation	\$30.7M	
Jacobson Family Trust Fdn	\$25.9M	
Yawkey Foundation II	\$20.9M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

02116	Boston	MA	\$198.8M	
02493	Weston	MA	\$145.4M	
02138	Cambridge	MA	\$123.2M	
02481	Wellesley Hills	MA	\$118.6M	
02467	Chestnut Hill	MA	\$117.5M	
01742	Concord	MA	\$91.7M	
01778	Wayland	MA	\$77.2M	
02445	Brookline	MA	\$64.4M	
02108	Boston	MA	\$62.3M	
02186	Milton	MA	\$55.9M	

Source: IRS, Philanthropy.com



## Boston, MA

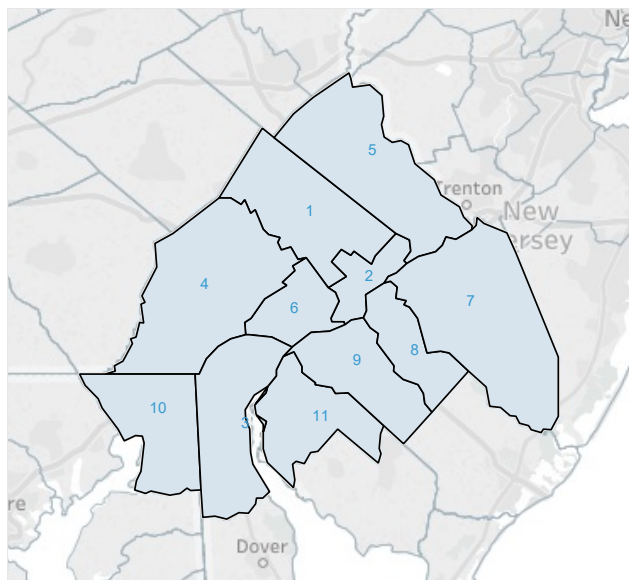
Market by County and Source			Corporate	Foundation	Individual	Total
1	Middlesex	MA	\$181.0M	\$99.5M	\$1,933.8M	\$2,214.3M
2	Suffolk	MA	\$133.8M	\$1,039.5M	\$1,003.7M	\$2,177.0M
3	Norfolk	MA	\$59.7M	\$129.7M	\$1,058.1M	\$1,247.6M
4	Essex	MA	\$43.7M	\$48.8M	\$505.4M	\$597.9M
5	Plymouth	MA	\$17.8M	\$14.0M	\$324.1M	\$355.9M
6	Rockingham	NH	\$14.8M	\$119.0M	\$174.0M	\$307.8M
7	Strafford	NH	\$3.3M	\$0.2M	\$40.4M	\$43.9M
Grand Total			\$453.9M	\$1,450.8M	\$5,039.7M	\$6,944.4M

# Philadelphia, PA

#11 in the United States

\$6,697M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$4,974M	
Foundation	\$1,276M	
Corporate	\$447M	

## OTHER COUNTIES

11	Salem	\$37M
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## TOP COUNTIES

1	Montgomery	\$1,638M	
2	Philadelphia	\$1,178M	
3	New Castle	\$946M	
4	Chester	\$734M	
5	Bucks	\$612M	
6	Delaware	\$592M	
7	Burlington	\$374M	
8	Camden	\$353M	
9	Gloucester	\$179M	
10	Cecil	\$54M	

## Corporate: Top 10 Companies by Sales

Comcast Corp	\$136.6B	
Urban Outfitters Inc	\$34.5B	
TE Connectivity	\$31.4B	
SAP America Inc	\$30.6B	
DuPont	\$25.1B	
Teva North America	\$21.7B	
Genesis Healthcare Inc	\$16.4B	
Aramark	\$14.3B	
Crown Holdings Inc	\$12.3B	
UGI Corporation	\$11.2B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Richard F. Aster Jr. Fdn	\$237.2M	
John Templeton Foundation	\$133.7M	
William Penn Foundation	\$122.8M	
Longwood Foundation Inc.	\$34.6M	
Kendeda Fund	\$33.0M	
Wyncote Foundation	\$30.7M	
Shelby Davis Charitable Fund	\$30.0M	
Philadelphia Foundation	\$25.9M	
Rhodes & Leona Carpenter Fdn	\$12.2M	
Crystal Trust	\$11.0M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

19010	Bryn Mawr	PA	\$98.4M	
19103	Philadelphia	PA	\$83.0M	
19087	Wayne	PA	\$82.9M	
19035	Gladwyne	PA	\$76.2M	
19085	Villanova	PA	\$60.1M	
19355	Malvern	PA	\$51.4M	
19382	West Chester	PA	\$47.5M	
19380	West Chester	PA	\$46.4M	
19041	Haverford	PA	\$45.9M	
19002	Ambler	PA	\$43.1M	

Source: IRS, Philanthropy.com

## Philadelphia, PA

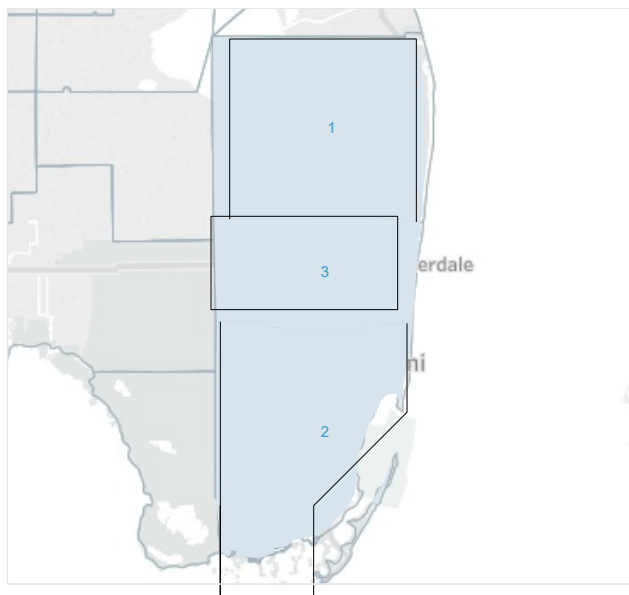
Market by County and Source			Corporate	Foundation	Individual	Total
1	Montgomery	PA	\$89.8M	\$287.5M	\$1,260.9M	\$1,638.2M
2	Philadelphia	PA	\$106.6M	\$341.9M	\$729.0M	\$1,177.5M
3	New Castle	DE	\$56.5M	\$485.3M	\$404.0M	\$945.7M
4	Chester	PA	\$67.4M	\$39.7M	\$626.5M	\$733.6M
5	Bucks	PA	\$27.5M	\$20.6M	\$563.4M	\$611.5M
6	Delaware	PA	\$34.6M	\$66.5M	\$491.4M	\$592.5M
7	Burlington	NJ	\$20.7M	\$18.7M	\$335.0M	\$374.4M
8	Camden	NJ	\$30.3M	\$13.4M	\$309.2M	\$353.0M
9	Gloucester	NJ	\$7.1M	\$1.1M	\$171.0M	\$179.2M
10	Cecil	MD	\$1.8M	\$0.8M	\$51.4M	\$54.0M
11	Salem	NJ	\$4.9M	\$0.2M	\$32.4M	\$37.5M
Grand Total			\$447.3M	\$1,275.8M	\$4,974.2M	\$6,697.3M

# Miami, FL

#12 in the United States

\$5,765M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$4,778M	
Foundation	\$677M	
Corporate	\$311M	

## TOP COUNTIES

1	Palm Beach	\$2,445M	
2	Miami-Dade	\$2,074M	
3	Broward	\$1,247M	

## Corporate: Top 10 Companies by Sales

Bureau Veritas Group	\$35.2B	
World Fuel Services Corp	\$30.4B	
NextEra Energy Inc	\$17.5B	
Carnival Corporation	\$15.7B	
Sun Capital Partners Inc	\$15.0B	
Office Depot Inc	\$14.5B	
AutoNation Inc	\$13.9B	
Chiquita Brands Int'l	\$12.7B	
So. Glazer's Wine & Spirits	\$11.2B	
Royal Caribbean Cruises Ltd	\$9.0B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Knight Foundation	\$137.3M	
Vollmer Foundation Inc.	\$70.3M	
The Miami Foundation	\$26.0M	
Wallace H. Coulter Fdn	\$24.4M	
Bradley Jr. Charitable Fund	\$19.7M	
Ted Arison Family Foundation	\$17.9M	
Cherna Moskowitz Foundation	\$13.6M	
Kovner Foundation	\$12.4M	
Mitchell Wolfson Sr. Fdn	\$10.0M	
E. M. Lynn Foundation	\$9.0M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

33480	Palm Beach	FL	\$295.6M	
33496	Boca Raton	FL	\$112.8M	
33154	Miami Beach	FL	\$107.5M	
33432	Boca Raton	FL	\$104.2M	
33408	North Palm Be..	FL	\$85.5M	
33414	Wellington	FL	\$82.6M	
33140	Miami Beach	FL	\$80.9M	
33156	Miami	FL	\$73.1M	
33139	Miami Beach	FL	\$72.4M	
33418	Palm Beach G..	FL	\$70.3M	

Source: IRS, Philanthropy.com

# Miami, FL

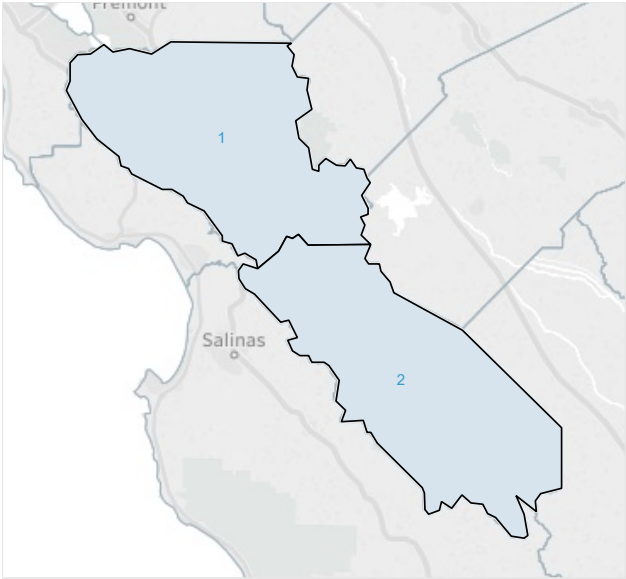
Market by County and Source			Corporate	Foundation	Individual	Total
1	Palm Beach	FL	\$75.3M	\$304.4M	\$2,065.1M	\$2,444.7M
2	Miami-Dade	FL	\$139.5M	\$291.9M	\$1,642.7M	\$2,074.0M
3	Broward	FL	\$96.1M	\$80.8M	\$1,069.8M	\$1,246.7M
Grand Total			\$310.9M	\$677.0M	\$4,777.6M	\$5,765.5M

# San Jose, CA

#13 in the United States

\$4,609M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$3,203M	
Foundation	\$1,141M	
Corporate	\$266M	

## TOP COUNTIES

1	Santa Clara	\$4,586M	
2	San Benito	\$24M	

### Corporate: Top 10 Companies by Sales

HP Inc	\$281.2B	
Intel Corporation	\$84.8B	
Flextronics International	\$73.7B	
Apple Inc	\$61.7B	
Alphabet Inc	\$58.0B	
Hewlett Packard Enterprise	\$52.1B	
Cisco Systems Inc	\$49.2B	
Sanmina SCI Corporation	\$29.1B	
Agilent Technologies Inc	\$15.3B	
Avaya Inc	\$14.6B	

Source: AtoZ Database

### Foundation: Top 10 Foundations by Philanthropy

Silicon Valley Comm Fdn	\$964.5M	
Gordon and Betty Moore Fdn	\$291.2M	
David & Lucile Packard Fdn	\$250.8M	
Carl Victor Page Memorial Fdn	\$70.5M	
Skoll Foundation	\$63.0M	
Noyce Foundation	\$49.1M	
Heising-Simons Foundation	\$29.1M	
Schmidt Family Foundation	\$18.0M	
Crankstart Foundation	\$16.8M	
Grove Foundation	\$13.0M	

Source: Foundation Center

### Individual: Top 10 Zip Codes by Philanthropy

94301	Palo Alto	CA	\$380.8M	
94022	Los Altos	CA	\$158.7M	
95070	Saratoga	CA	\$121.6M	
95014	Cupertino	CA	\$88.6M	
94306	Palo Alto	CA	\$65.1M	
94024	Los Altos	CA	\$64.3M	
94304	Palo Alto	CA	\$63.2M	
95030	Los Gatos	CA	\$56.2M	
95032	Los Gatos	CA	\$55.2M	
95120	San Jose	CA	\$46.9M	

Source: IRS, Philanthropy.com

# San Jose, CA

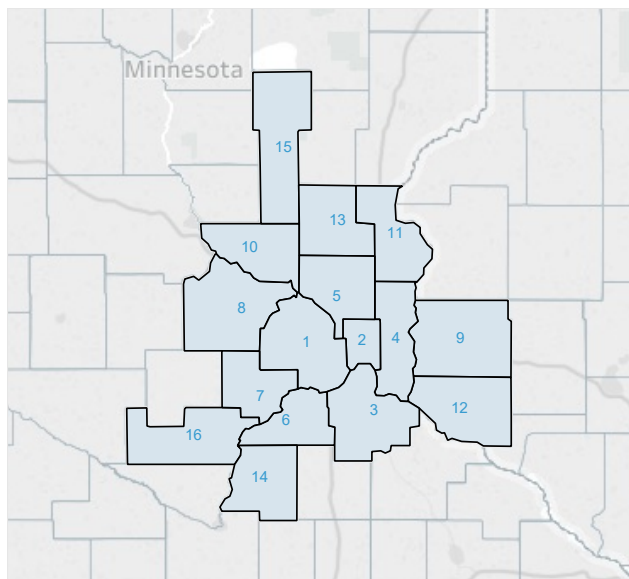
Market by County and Source			Corporate	Foundation	Individual	Total
1	Santa Clara	CA	\$263.5M	\$1,140.5M	\$3,181.7M	\$4,585.6M
2	San Benito	CA	\$2.4M	\$0.2M	\$21.1M	\$23.7M
Grand Total			\$265.9M	\$1,140.6M	\$3,202.8M	\$4,609.3M

# Minneapolis, MN

#14 in the United States

\$4,117M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$3,097M	
Foundation	\$699M	
Corporate	\$320M	

## TOP COUNTIES

1	Hennepin	\$2,044M	
2	Ramsey	\$660M	
3	Dakota	\$376M	
4	Washington	\$264M	
5	Anoka	\$245M	
6	Scott	\$110M	
7	Carver	\$110M	
8	Wright	\$79M	
9	St. Croix	\$65M	
10	Sherburne	\$55M	

## OTHER COUNTIES

11	Chisago	\$32M
12	Pierce	\$23M
13	Isanti	\$20M
14	Le Sueur	\$17M
15	Mille Lacs	\$10M
16	Sibley	\$7M

## Corporate: Top 10 Companies by Sales

Cargill Inc	\$77.1B	
3M Co	\$75.0B	
Target Corp	\$63.4B	
Medtronic Inc	\$41.9B	
Best Buy Co Inc	\$37.9B	
UnitedHealth Group Inc	\$34.1B	
US Bancorp	\$25.3B	
General Mills Inc	\$16.6B	
Canadian Pacific Railway	\$14.1B	
Ecolab Inc	\$13.5B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Minneapolis Foundation	\$83.1M	
McKnight Foundation	\$62.6M	
Saint Paul Foundation	\$49.5M	
Otto Bremer Trust	\$36.2M	
Bush Foundation	\$25.9M	
WEM Foundation	\$20.0M	
GHR Foundation	\$19.7M	
Andersen Foundation	\$15.8M	
Northwest Area Foundation	\$15.7M	
Robina Foundation	\$13.6M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

55391	Wayzata	MN	\$122.2M	
55347	Eden Prairie	MN	\$66.1M	
55436	Minneapolis	MN	\$53.5M	
55416	Minneapolis	MN	\$48.3M	
55331	Excelsior	MN	\$42.1M	
55044	Lakeville	MN	\$38.7M	
55110	Saint Paul	MN	\$36.6M	
55125	Saint Paul	MN	\$36.3M	
55124	Saint Paul	MN	\$36.3M	
55082	Stillwater	MN	\$35.1M	

Source: IRS, Philanthropy.com



## Minneapolis, MN

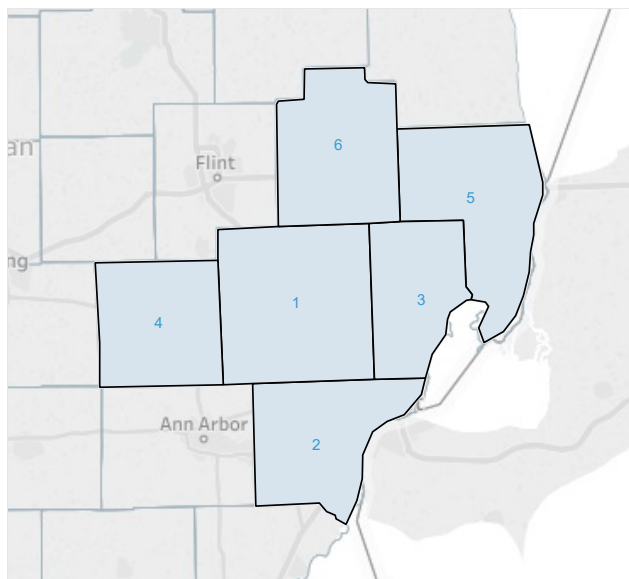
Market by County and Source			Corporate	Foundation	Individual	Total
1	Hennepin	MN	\$200.2M	\$413.9M	\$1,429.6M	\$2,043.6M
2	Ramsey	MN	\$50.0M	\$213.3M	\$396.6M	\$659.9M
3	Dakota	MN	\$24.0M	\$12.8M	\$339.0M	\$375.8M
4	Washington	MN	\$7.1M	\$26.1M	\$230.8M	\$264.1M
5	Anoka	MN	\$10.0M	\$24.7M	\$210.0M	\$244.8M
6	Scott	MN	\$5.9M	\$2.3M	\$102.2M	\$110.4M
7	Carver	MN	\$8.9M	\$1.5M	\$99.7M	\$110.1M
8	Wright	MN	\$3.0M	\$1.3M	\$74.6M	\$78.9M
9	St. Croix	WI	\$3.2M	\$0.5M	\$61.6M	\$65.3M
10	Sherburne	MN	\$3.4M	\$0.5M	\$50.8M	\$54.7M
11	Chisago	MN	\$1.7M	\$0.0M	\$30.8M	\$32.5M
12	Pierce	WI	\$0.2M	\$2.0M	\$21.1M	\$23.3M
13	Isanti	MN	\$0.1M	\$0.1M	\$19.5M	\$19.8M
14	Le Sueur	MN	\$1.6M	\$0.3M	\$15.0M	\$16.9M
15	Mille Lacs	MN	\$1.0M	\$0.0M	\$8.8M	\$9.8M
16	Sibley	MN	\$0.0M	\$0.0M	\$6.7M	\$6.8M
Grand Total			\$320.2M	\$699.5M	\$3,096.8M	\$4,116.5M

# Detroit, MI

#15 in the United States

\$3,592M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$2,745M	
Foundation	\$597M	
Corporate	\$251M	

## TOP COUNTIES

1	Oakland	\$1,797M	
2	Wayne	\$1,113M	
3	Macomb	\$444M	
4	Livingston	\$138M	
5	St. Clair	\$64M	
6	Lapeer	\$36M	

## Corporate: Top 10 Companies by Sales

General Motors Co	\$52.6B	
Ford Motor Co	\$41.5B	
Federal-Mogul Holdings	\$17.3B	
DENSO International America	\$12.3B	
Penske Corp	\$11.1B	
Ti Automotive	\$10.1B	
ThyssenKrupp Budd Co	\$10.0B	
Penske Automotive Group Inc	\$9.8B	
Ilitch Holdings Inc	\$9.0B	
Cooper-Standard Holdings Inc	\$8.8B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Kresge Foundation	\$264.6M	
Community Fdn SE Michigan	\$57.9M	
Skillman Foundation	\$17.2M	
Fisher Foundation	\$10.7M	
McGregor Fund	\$8.8M	
Hudson-Webber Foundation	\$7.8M	
Frankel Jewish Heritage Fdn	\$7.5M	
Herrick Foundation	\$6.8M	
Manoogian Simone Foundation	\$6.6M	
Harvey Firestone Jr. Fdn	\$6.0M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

48304	Bloomfield Hills MI	\$82.1M	
48302	Bloomfield Hills MI	\$64.5M	
48236	Grosse Pointe MI	\$60.0M	
48009	Birmingham MI	\$55.0M	
48025	Franklin MI	\$39.7M	
48301	Bloomfield Hills MI	\$36.9M	
48323	West Bloomfiel. MI	\$35.5M	
48439	Grand Blanc MI	\$34.4M	
48306	Rochester MI	\$34.3M	
48322	West Bloomfiel. MI	\$33.5M	

Source: IRS, Philanthropy.com

## Detroit, MI

Market by County and Source			Corporate	Foundation	Individual	Total
1	Oakland	MI	\$118.3M	\$398.5M	\$1,279.7M	\$1,796.6M
2	Wayne	MI	\$97.5M	\$171.0M	\$844.9M	\$1,113.4M
3	Macomb	MI	\$29.0M	\$17.0M	\$397.9M	\$443.9M
4	Livingston	MI	\$3.2M	\$9.5M	\$124.9M	\$137.6M
5	St. Clair	MI	\$1.9M	\$0.9M	\$61.2M	\$64.0M
6	Lapeer	MI	\$0.5M	\$0.0M	\$35.9M	\$36.4M
Grand Total			\$250.6M	\$596.9M	\$2,744.5M	\$3,592.0M

# Baltimore, MD

#16 in the United States

\$3,490M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$2,855M	
Foundation	\$457M	
Corporate	\$179M	

## TOP COUNTIES

1	Baltimore	\$1,301M	
2	Baltimore (Independent City)	\$684M	
3	Anne Arundel	\$613M	
4	Howard	\$483M	
5	Harford	\$218M	
6	Carroll	\$136M	
7	Queen Anne's	\$56M	

## Corporate: Top 10 Companies by Sales

Fundamental Longterm Care	\$5.4B	
Mccormick and Co Inc	\$4.3B	
T Rowe Price Group Inc	\$4.2B	
Medstar Health	\$4.1B	
Under Armour Inc	\$4.0B	
Colfax Corporation	\$3.9B	
Maxim Healthcare Services	\$3.8B	
WR Grace & Co	\$3.1B	
Lifefridge Health	\$2.6B	
Legg Mason Inc	\$2.6B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Weinberg Foundation	\$128.7M	
Annie E. Casey Foundation	\$34.8M	
Davis Family Foundation	\$22.8M	
Next Generation	\$17.3M	
Baltimore Comm Foundation	\$12.0M	
Under Armour Foundation Inc.	\$10.0M	
France-Merrick Foundation	\$9.9M	
Cupid Foundation Inc.	\$8.4M	
Blaustein Foundation	\$7.6M	
Haron Dahan Foundation	\$5.2M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

21093	Lutherville Tim.. MD	\$81.5M	
21030	Cockeysville MD	\$72.6M	
21117	Owings Mills MD	\$63.0M	
21208	Pikesville MD	\$57.0M	
21042	Ellicott City MD	\$50.4M	
21204	Towson MD	\$44.6M	
21401	Annapolis MD	\$43.8M	
21215	Baltimore MD	\$39.0M	
21044	Columbia MD	\$38.9M	
21207	Gwynn Oak MD	\$38.0M	

Source: IRS, Philanthropy.com

## Baltimore, MD

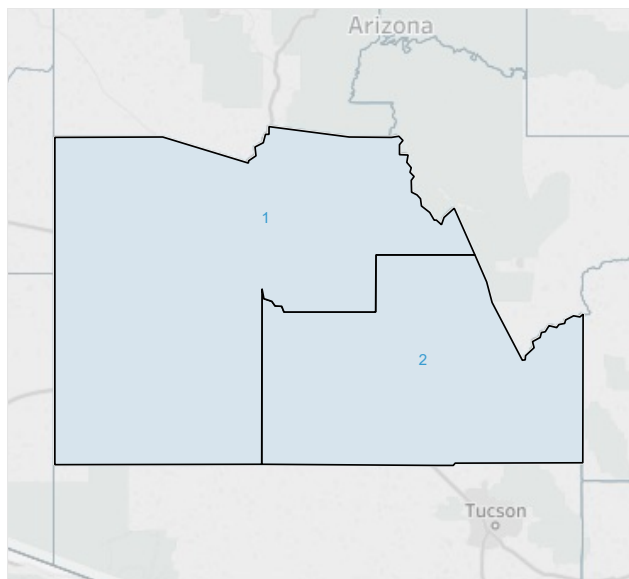
Market by County and Source			Corporate	Foundation	Individual	Total
1	Baltimore	MD	\$50.8M	\$167.8M	\$1,081.9M	\$1,300.5M
2	Baltimore (Inde..	MD	\$57.4M	\$221.2M	\$405.7M	\$684.2M
3	Anne Arundel	MD	\$26.5M	\$35.6M	\$551.4M	\$613.5M
4	Howard	MD	\$33.7M	\$25.0M	\$424.3M	\$482.9M
5	Harford	MD	\$6.4M	\$3.1M	\$208.5M	\$218.0M
6	Carroll	MD	\$3.1M	\$4.2M	\$128.3M	\$135.6M
7	Queen Anne's	MD	\$0.8M	\$0.1M	\$54.6M	\$55.5M
Grand Total			\$178.6M	\$457.0M	\$2,854.7M	\$3,490.3M

# Phoenix, AZ

#17 in the United States

\$3,068M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$2,658M	
Foundation	\$217M	
Corporate	\$194M	

## TOP COUNTIES

1	Maricopa	\$2,957M	
2	Pinal	\$112M	

## Corporate: Top 10 Companies by Sales

Avnet Inc	\$26.2B	
Freeport-McMoRan Inc	\$15.9B	
PetSmart Inc	\$9.4B	
Republic Services Inc	\$9.1B	
Insight Enterprises Inc	\$5.4B	
Banner Health Systems	\$4.8B	
Magellan Health Inc	\$4.6B	
Swift Transportation Co	\$4.2B	
TPI Composites Inc	\$3.7B	
Kahala Brands	\$3.6B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Bob & Renee Parsons Fdn	\$76.6M	
Arizona Community Foundation	\$61.3M	
Piper Charitable Trust	\$44.4M	
Ben & Catherine Ivy Fdn	\$18.4M	
Aurora Foundation	\$16.5M	
Halle Assistance Fund	\$14.0M	
Emma Eccles Jones Foundation	\$11.0M	
Dorrance Family Foundation	\$10.6M	
Anderson Family Foundation	\$9.7M	
Timothy T. Day Foundation	\$6.6M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

85253	Paradise Valley	AZ	\$107.6M	
85255	Scottsdale	AZ	\$89.3M	
85234	Gilbert	AZ	\$47.4M	
85254	Scottsdale	AZ	\$47.3M	
85018	Phoenix	AZ	\$47.1M	
85016	Phoenix	AZ	\$47.0M	
85260	Scottsdale	AZ	\$41.8M	
85383	Peoria	AZ	\$35.8M	
85213	Mesa	AZ	\$34.0M	
85251	Scottsdale	AZ	\$33.9M	

Source: IRS, Philanthropy.com

# Phoenix, AZ

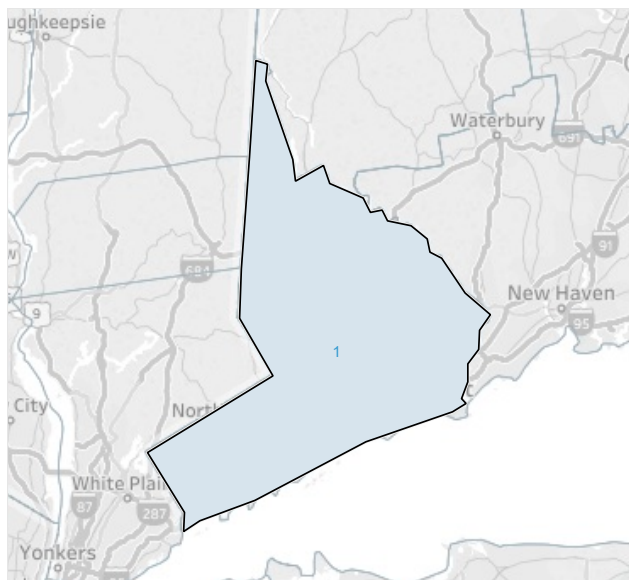
Market by County and Source			Corporate	Foundation	Individual	Total
1	Maricopa	AZ	\$191.7M	\$216.4M	\$2,548.5M	\$2,956.6M
2	Pinal	AZ	\$2.0M	\$0.3M	\$109.5M	\$111.9M
Grand Total			\$193.8M	\$216.7M	\$2,658.0M	\$3,068.5M

# Bridgeport, CT

#18 in the United States

\$3,045M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$2,491M	
Foundation	\$411M	
Corporate	\$144M	

## TOP COUNTIES

1	Fairfield	\$3,045M	
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## Corporate: Top 10 Companies by Sales

General Electric Company	\$117.4B	
Harman Int'l Industries	\$69.1B	
Starwood Hotels & Resorts	\$23.1B	
Xerox Corporation	\$18.0B	
Boehringer Ingelheim Corp	\$12.2B	
Praxair Inc	\$10.8B	
Charter Communications Inc	\$9.8B	
XPO Logistics Inc	\$7.6B	
WR Berkley Corp	\$7.2B	
Emcor Group Inc	\$6.7B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Dalio Foundation Inc.	\$114.3M	
Steven & Alexandra Cohen Fdn	\$45.6M	
Smith Richardson Foundation	\$20.2M	
Boehringer Ingelheim Fdn	\$14.3M	
Tow Foundation Inc.	\$12.2M	
Fairfield County Comm Fdn	\$10.4M	
Sage Foundation Inc.	\$8.1M	
Grossman Family Foundation	\$7.6M	
Norma F. Pfriem Foundation	\$7.5M	
The Bauer Foundation	\$7.3M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

06830	Greenwich	CT	\$445.7M	
06831	Greenwich	CT	\$205.2M	
06840	New Canaan	CT	\$165.7M	
06902	Stamford	CT	\$124.3M	
06820	Darien	CT	\$115.2M	
06880	Westport	CT	\$94.0M	
06878	Riverside	CT	\$63.6M	
06877	Ridgefield	CT	\$56.6M	
06824	Fairfield	CT	\$49.4M	
06897	Wilton	CT	\$44.7M	

Source: IRS, Philanthropy.com



# Bridgeport, CT

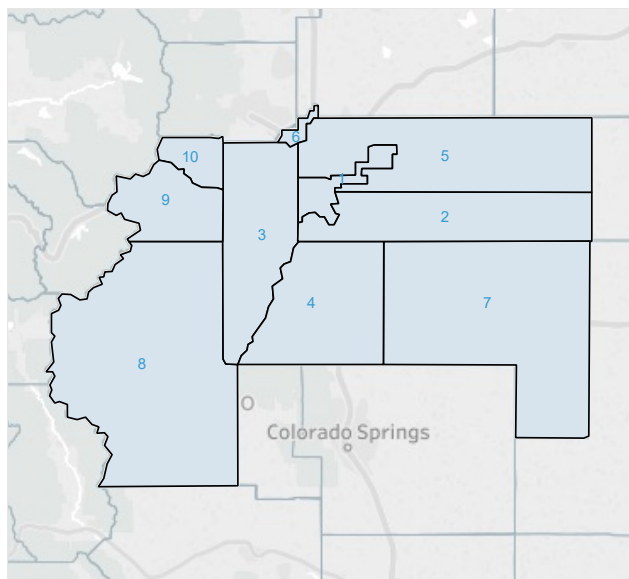
Market by County and Source			Corporate	Foundation	Individual	Total
1	Fairfield	CT	\$143.8M	\$410.8M	\$2,490.6M	\$3,045.2M
Grand Total			\$143.8M	\$410.8M	\$2,490.6M	\$3,045.2M

# Denver, CO

#19 in the United States

\$3,013M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$2,298M	
Foundation	\$524M	
Corporate	\$191M	

## TOP COUNTIES

1	Denver	\$965M	
2	Arapahoe	\$671M	
3	Jefferson	\$532M	
4	Douglas	\$447M	
5	Adams	\$183M	
6	Broomfield	\$176M	
7	Elbert	\$22M	
8	Park	\$8M	
9	Clear Creek	\$6M	
10	Gilpin	\$4M	

## Corporate: Top 10 Companies by Sales

Arrow Electronics Inc	\$232.3B	
Liberty Global Ventures	\$36.1B	
Re/Max Holdings Inc	\$32.7B	
Catholic Health Initiatives	\$27.0B	
Vail Resorts Inc	\$16.0B	
DISH Network Corporation	\$15.1B	
Newmont Mining Corp	\$8.7B	
Level 3 Communications	\$8.2B	
Ball Corporation	\$8.0B	
Gates Corporation	\$6.9B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Denver Foundation	\$64.1M	
Charter School Growth Fund	\$43.9M	
Gates Family Foundation	\$17.4M	
Avenir Foundation Inc.	\$14.8M	
Rose Community Foundation	\$11.2M	
Boettcher Foundation	\$9.6M	
Morgridge Family Foundation	\$9.5M	
Louis Calder Foundation	\$7.7M	
Helen & Arthur Johnson Fdn	\$6.8M	
Western Union Foundation	\$6.2M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

80113	Englewood	CO	\$67.5M	
80206	Denver	CO	\$64.4M	
80209	Denver	CO	\$54.7M	
80401	Golden	CO	\$50.3M	
80111	Englewood	CO	\$49.4M	
80134	Parker	CO	\$49.2M	
80126	Littleton	CO	\$47.2M	
80121	Littleton	CO	\$47.2M	
80016	Aurora	CO	\$46.0M	
80108	Castle Rock	CO	\$45.2M	

Source: IRS, Philanthropy.com

## Denver, CO

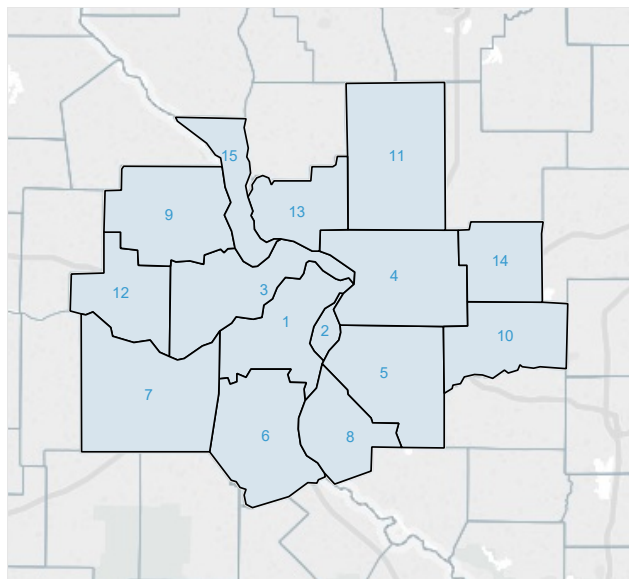
Market by County and Source			Corporate	Foundation	Individual	Total
1	Denver	CO	\$76.5M	\$315.4M	\$573.6M	\$965.4M
2	Arapahoe	CO	\$44.0M	\$42.5M	\$584.6M	\$671.1M
3	Jefferson	CO	\$20.4M	\$72.1M	\$439.4M	\$531.9M
4	Douglas	CO	\$24.7M	\$3.3M	\$419.3M	\$447.3M
5	Adams	CO	\$13.3M	\$1.3M	\$167.9M	\$182.5M
6	Broomfield	CO	\$9.5M	\$89.6M	\$76.8M	\$176.0M
7	Elbert	CO	\$0.1M	\$0.1M	\$21.5M	\$21.6M
8	Park	CO	\$0.0M	\$0.0M	\$7.6M	\$7.7M
9	Clear Creek	CO	\$0.1M	\$0.0M	\$5.5M	\$5.5M
10	Gilpin	CO	\$2.2M	\$0.0M	\$2.1M	\$4.3M
Grand Total			\$190.7M	\$524.3M	\$2,298.2M	\$3,013.2M

# St. Louis, MO

#20 in the United States

\$2,863M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$2,278M	
Foundation	\$354M	
Corporate	\$231M	

## TOP COUNTIES

1	St. Louis	\$1,722M	
2	St. Louis (Independen..	\$332M	
3	St. Charles	\$282M	
4	Madison	\$150M	
5	St. Clair	\$136M	
6	Jefferson	\$88M	
7	Franklin	\$52M	
8	Monroe	\$22M	
9	Lincoln	\$17M	
10	Clinton	\$16M	

## Corporate: Top 10 Companies by Sales

Emerson Electric Co	\$57.6B	
Anheuser Busch Companies Inc	\$36.9B	
Enterprise Holdings Inc	\$13.9B	
Ascension Health	\$13.2B	
Amdocs Inc	\$9.2B	
Viasystems Group Inc	\$9.1B	
CCA Global Partners Inc	\$7.6B	
Edward Jones	\$6.8B	
Express Scripts Holding Co	\$6.6B	
Ameren Corporation	\$6.1B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Crawford Taylor Foundation	\$52.9M	
Jefferson Memorial Comm Fdn	\$3.2M	
Cox Foundation Inc.	\$2.9M	
Sidney R. Baer Jr. Fdn	\$2.0M	
Tromblee Foundation	\$1.9M	
Dula Ed & Charitable Fdn	\$1.5M	
Flora Ethel Maddux Trust 819	\$1.4M	
Herman & Phenie Pott Fdn	\$1.1M	
Busch III Charitable Trust	\$1.0M	
Preston Green Charitable Fdn	\$1.0M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

63105	Saint Louis	MO	\$114.2M	
63131	Saint Louis	MO	\$95.3M	
63124	Saint Louis	MO	\$90.4M	
63017	Chesterfield	MO	\$66.5M	
63141	Saint Louis	MO	\$61.5M	
63122	Saint Louis	MO	\$59.7M	
63021	Ballwin	MO	\$43.4M	
63005	Chesterfield	MO	\$38.8M	
63376	Saint Peters	MO	\$36.2M	
63119	Saint Louis	MO	\$32.9M	

Source: IRS, Philanthropy.com

## St. Louis, MO

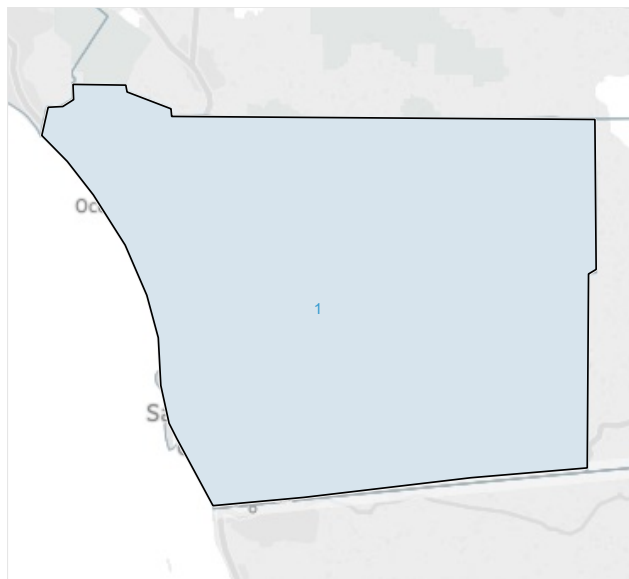
Market by County and Source			Corporate	Foundation	Individual	Total
1	St. Louis	MO	\$151.4M	\$201.9M	\$1,368.5M	\$1,721.8M
2	St. Louis (Indep..	MO	\$45.0M	\$139.9M	\$147.3M	\$332.3M
3	St. Charles	MO	\$10.0M	\$4.0M	\$267.7M	\$281.7M
4	Madison	IL	\$7.1M	\$3.6M	\$139.3M	\$149.9M
5	St. Clair	IL	\$6.4M	\$0.6M	\$128.9M	\$135.8M
6	Jefferson	MO	\$4.1M	\$0.3M	\$83.8M	\$88.2M
7	Franklin	MO	\$1.4M	\$1.7M	\$49.4M	\$52.4M
8	Monroe	IL	\$0.2M	\$0.4M	\$21.9M	\$22.4M
9	Lincoln	MO	\$0.4M	\$0.1M	\$16.3M	\$16.9M
10	Clinton	IL	\$0.8M	\$1.3M	\$14.0M	\$16.0M
11	Macoupin	IL	\$3.0M	\$0.0M	\$12.2M	\$15.2M
12	Warren	MO	\$1.0M	\$0.2M	\$12.5M	\$13.7M
13	Jersey	IL	\$0.1M	\$0.1M	\$8.1M	\$8.2M
14	Bond	IL	\$0.3M	\$0.0M	\$7.4M	\$7.8M
15	Calhoun	IL	\$0.0M	\$0.0M	\$0.9M	\$0.9M
Grand Total			\$231.0M	\$353.9M	\$2,278.0M	\$2,863.0M

# San Diego, CA

#21 in the United States

\$2,769M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$2,383M	
Foundation	\$214M	
Corporate	\$172M	

## TOP COUNTIES

1	San Diego	\$2,769M	
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## Corporate: Top 10 Companies by Sales

Sempra Energy	\$15.0B	
Qualcomm Inc	\$4.7B	
Jack In The Box Inc	\$4.1B	
Pulse Electronics	\$3.1B	
Bumble Bee Seafoods LLC	\$2.9B	
Chicken Of The Sea Int'l	\$2.7B	
CareFusion Corporation	\$2.5B	
Illumina Inc	\$2.2B	
ResMed Inc	\$1.8B	
Websense Inc	\$1.5B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Giving

San Diego Foundation	\$49.5M	
Gary and Mary West Fdn	\$25.5M	
Leichtag Foundation	\$10.7M	
Qualcomm Charitable Fdn	\$6.7M	
Waitt Foundation	\$6.1M	
Legler Benbough Foundation	\$4.6M	
Guthy Jackson Charitable Fou	\$4.5M	
Rancho Santa Fe Foundation	\$3.5M	
Greenbaum Foundation	\$2.8M	
Charles Lee Powell Fdn	\$2.3M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

92037	La Jolla	CA	\$124.7M	
92130	San Diego	CA	\$109.8M	
92014	Del Mar	CA	\$54.5M	
92024	Encinitas	CA	\$47.5M	
92009	Carlsbad	CA	\$46.0M	
92064	Poway	CA	\$45.3M	
92131	San Diego	CA	\$40.8M	
92127	San Diego	CA	\$39.0M	
92128	San Diego	CA	\$37.4M	
92129	San Diego	CA	\$35.4M	

Source: IRS, Philanthropy.com

# San Diego, CA

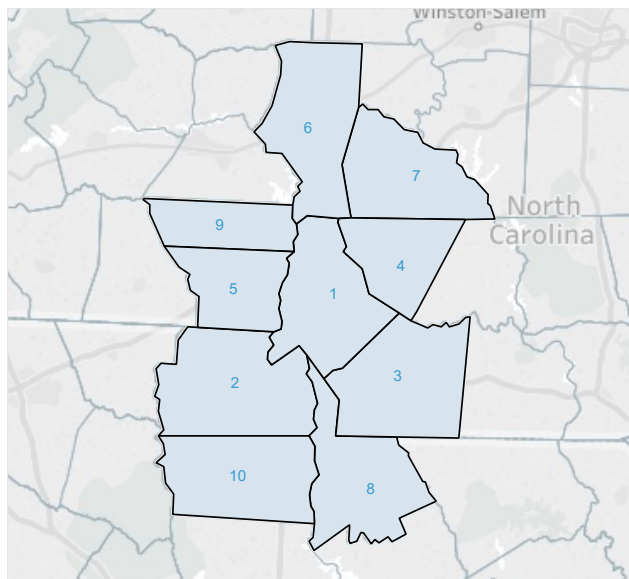
Market by County and Source			Corporate	Foundation	Individual	Total
1	San Diego	CA	\$172.3M	\$213.7M	\$2,382.5M	\$2,768.5M
Grand Total			\$172.3M	\$213.7M	\$2,382.5M	\$2,768.5M

# Charlotte, NC

#22 in the United States

\$2,492M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$1,999M	
Foundation	\$328M	
Corporate	\$166M	

## TOP COUNTIES

1	Mecklenburg	\$1,423M	
2	York	\$204M	
3	Union	\$196M	
4	Cabarrus	\$164M	
5	Gaston	\$150M	
6	Iredell	\$133M	
7	Rowan	\$97M	
8	Lancaster	\$58M	
9	Lincoln	\$52M	
10	Chester	\$15M	

## Corporate: Top 10 Companies by Sales

Lowe's Companies Inc	\$910.0B	
Bank Of America Corp	\$93.1B	
Compass Group North America	\$38.8B	
Duke Energy Corporation	\$23.5B	
Ingersoll-Rand Co Ltd	\$22.8B	
Delhaize America LLC	\$22.2B	
Ingersoll Rand	\$17.8B	
Nucor Corp	\$16.4B	
Carolinas HealthCare Systems	\$8.2B	
Sealed Air Corp	\$7.0B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Foundation For The Carolinas	\$298.8M	
Duke Endowment	\$96.8M	
Belk Educational Endowment	\$9.4M	
Cannon Foundation Inc.	\$8.0M	
Cannon Charitable Trust-1	\$6.9M	
L. D. McEachern Trust Fund	\$5.4M	
Merancas Foundation Inc.	\$4.8M	
C. D. Spangler Foundation	\$2.6M	
Dickson Foundation Inc.	\$2.2M	
Strauss Foundation	\$1.8M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

28211	Charlotte	NC	\$82.5M	
28277	Charlotte	NC	\$75.6M	
28207	Charlotte	NC	\$62.9M	
28226	Charlotte	NC	\$62.0M	
28173	Waxhaw	NC	\$55.8M	
28269	Charlotte	NC	\$48.8M	
28078	Huntersville	NC	\$48.2M	
28210	Charlotte	NC	\$48.2M	
28027	Concord	NC	\$40.7M	
28105	Matthews	NC	\$38.5M	

Source: IRS, Philanthropy.com



## Charlotte, NC

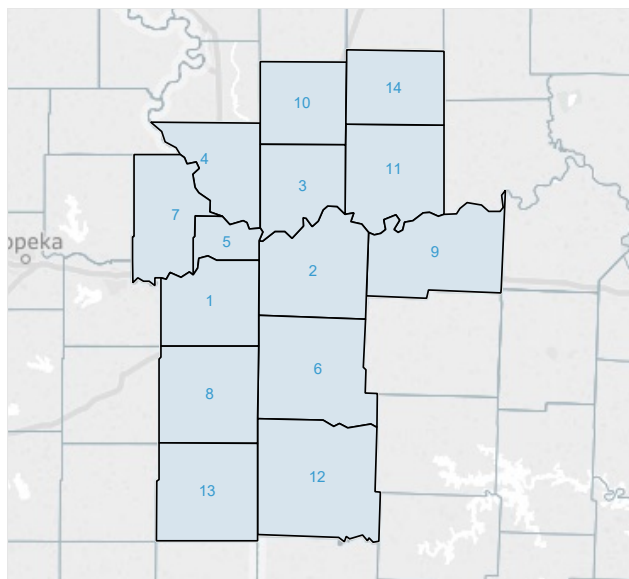
Market by County and Source			Corporate	Foundation	Individual	Total
1	Mecklenburg	NC	\$118.5M	\$295.0M	\$1,009.4M	\$1,423.0M
2	York	SC	\$13.1M	\$1.2M	\$189.7M	\$204.0M
3	Union	NC	\$3.1M	\$0.7M	\$191.7M	\$195.6M
4	Cabarrus	NC	\$7.4M	\$7.1M	\$149.7M	\$164.3M
5	Gaston	NC	\$8.1M	\$7.5M	\$134.7M	\$150.3M
6	Iredell	NC	\$5.9M	\$1.7M	\$125.7M	\$133.3M
7	Rowan	NC	\$4.9M	\$7.3M	\$84.8M	\$96.9M
8	Lancaster	SC	\$2.0M	\$5.8M	\$50.4M	\$58.1M
9	Lincoln	NC	\$1.8M	\$0.5M	\$49.6M	\$51.8M
10	Chester	SC	\$1.0M	\$0.8M	\$13.0M	\$14.8M
Grand Total			\$165.8M	\$327.5M	\$1,998.8M	\$2,492.1M

# Kansas City, MO

#23 in the United States

\$2,256M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$1,681M	<div><div></div></div>
Foundation	\$424M	<div><div></div></div>
Corporate	\$150M	<div><div></div></div>

## OTHER COUNTIES

11	Ray	\$7M
12	Bates	\$4M
13	Linn	\$3M
14	Caldwell	\$2M

## TOP COUNTIES

1	Johnson	\$912M	<div><div></div></div>
2	Jackson	\$877M	<div><div></div></div>
3	Clay	\$145M	<div><div></div></div>
4	Platte	\$99M	<div><div></div></div>
5	Wyandotte	\$61M	<div><div></div></div>
6	Cass	\$60M	<div><div></div></div>
7	Leavenworth	\$43M	<div><div></div></div>
8	Miami	\$22M	<div><div></div></div>
9	Lafayette	\$13M	<div><div></div></div>
10	Clinton	\$8M	<div><div></div></div>

## Corporate: Top 10 Companies by Sales

Sprint Corporation	\$32.2B	<div><div></div></div>
Compass Minerals Int'l	\$11.0B	<div><div></div></div>
DST Systems Inc	\$6.1B	<div><div></div></div>
Seaboard Corporation	\$5.6B	<div><div></div></div>
Associated Wholesale Grocers	\$5.5B	<div><div></div></div>
Marquee Holdings Inc	\$5.1B	<div><div></div></div>
YRC Worldwide Inc	\$4.8B	<div><div></div></div>
Hallmark Cards Inc	\$4.7B	<div><div></div></div>
Kansas City Southern	\$3.9B	<div><div></div></div>
Hostess Brands Inc	\$3.5B	<div><div></div></div>

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Greater Kansas City Comm Fdn	\$249.1M	<div><div></div></div>
Ewing Marion Kauffman Fdn	\$77.7M	<div><div></div></div>
Hall Family Foundation	\$37.7M	<div><div></div></div>
William T. Kemper Foundation	\$14.5M	<div><div></div></div>
Muriel McBrien Kauffman Fdn	\$11.4M	<div><div></div></div>
Lloyd Charitable Trust	\$8.3M	<div><div></div></div>
Bloch Family Foundation	\$7.8M	<div><div></div></div>
Sunderland Foundation	\$5.3M	<div><div></div></div>
Francis Family Foundation	\$4.4M	<div><div></div></div>
Stowers Foundation	\$2.9M	<div><div></div></div>

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

66208	Prairie Village	KS	\$68.4M	<div><div></div></div>
66062	Olathe	KS	\$56.5M	<div><div></div></div>
64112	Kansas City	MO	\$55.1M	<div><div></div></div>
66224	Overland Park	KS	\$41.8M	<div><div></div></div>
66209	Leawood	KS	\$40.0M	<div><div></div></div>
66061	Olathe	KS	\$38.5M	<div><div></div></div>
64113	Kansas City	MO	\$35.6M	<div><div></div></div>
66213	Overland Park	KS	\$31.4M	<div><div></div></div>
66211	Leawood	KS	\$27.2M	<div><div></div></div>
66221	Overland Park	KS	\$25.9M	<div><div></div></div>

Source: IRS, Philanthropy.com

## Kansas City, MO

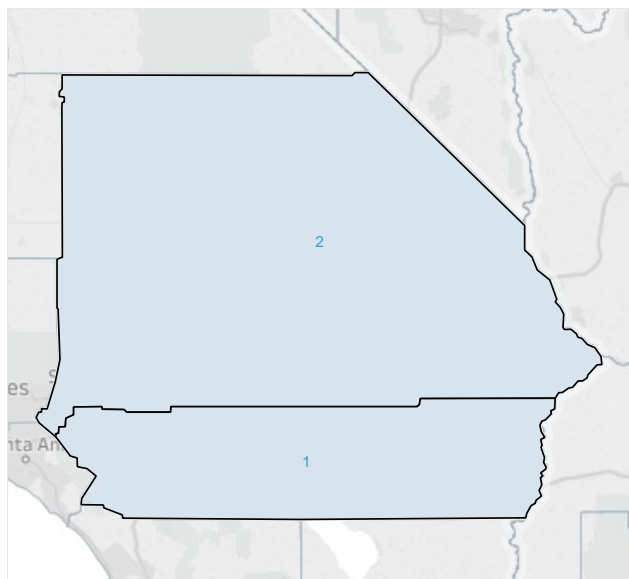
Market by County and Source			Corporate	Foundation	Individual	Total
1	Johnson	KS	\$53.5M	\$61.3M	\$796.8M	\$911.6M
2	Jackson	MO	\$67.6M	\$356.9M	\$452.5M	\$877.0M
3	Clay	MO	\$8.1M	\$0.9M	\$136.4M	\$145.4M
4	Platte	MO	\$7.4M	\$0.9M	\$90.5M	\$98.8M
5	Wyandotte	KS	\$11.0M	\$2.7M	\$46.8M	\$60.5M
6	Cass	MO	\$0.8M	\$0.6M	\$58.7M	\$60.1M
7	Leavenworth	KS	\$1.1M	\$0.1M	\$41.2M	\$42.5M
8	Miami	KS	\$0.1M	\$0.8M	\$21.3M	\$22.1M
9	Lafayette	MO	\$0.1M	\$0.1M	\$12.7M	\$12.8M
10	Clinton	MO	\$0.1M	\$0.0M	\$8.4M	\$8.4M
11	Ray	MO	\$0.3M	\$0.0M	\$6.9M	\$7.2M
12	Bates	MO	\$0.0M	\$0.0M	\$4.1M	\$4.2M
13	Linn	KS	\$0.0M	\$0.0M	\$2.6M	\$2.7M
14	Caldwell	MO	\$0.0M	\$0.2M	\$2.2M	\$2.4M
Grand Total			\$150.3M	\$424.5M	\$1,681.0M	\$2,255.8M

# Riverside, CA

#24 in the United States

\$2,230M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$2,053M	
Corporate	\$113M	
Foundation	\$64M	

## TOP COUNTIES

1	Riverside	\$1,196M	
2	San Bernardino	\$1,034M	

## Corporate: Top 10 Companies by Sales

La Cadena Investments	\$3.8B	
Northstar Systems Inc	\$2.1B	
Starcrest of California	\$1.5B	
Cardenas Markets Inc	\$1.4B	
Bourns Inc	\$1.3B	
California Steel Industries	\$1.2B	
Monster Beverage Corporation	\$1.1B	
Morongo Casino Resort & Spa	\$1.1B	
San Manuel Indian Bingo & Cas..	\$1.0B	
D P I West	\$0.9B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Mark & Blanche Harrington Fdn	\$1.2M	
Coeta & Donald Barker Fdn	\$1.1M	
Van Daele Family Foundation	\$0.8M	
McIntyre Charitable Fdn	\$0.8M	
Sirpuhe & John Conte Fou	\$0.4M	
Mary Pickford Foundation	\$0.4M	
Anderson Children's Fdn	\$0.3M	
Fairchild Martindale Fdn	\$0.3M	
Chino Cienega Foundation	\$0.3M	
Auen Foundation	\$0.3M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

91709	Chino Hills	CA	\$58.2M	
92506	Riverside	CA	\$42.6M	
92336	Fontana	CA	\$40.5M	
92592	Temecula	CA	\$39.7M	
92373	Redlands	CA	\$36.0M	
92562	Murrieta	CA	\$35.9M	
92880	Corona	CA	\$35.8M	
91710	Chino	CA	\$33.2M	
91739	Rancho Cucu..	CA	\$30.1M	
92399	Yucaipa	CA	\$30.1M	

Source: IRS, Philanthropy.com

# Riverside, CA

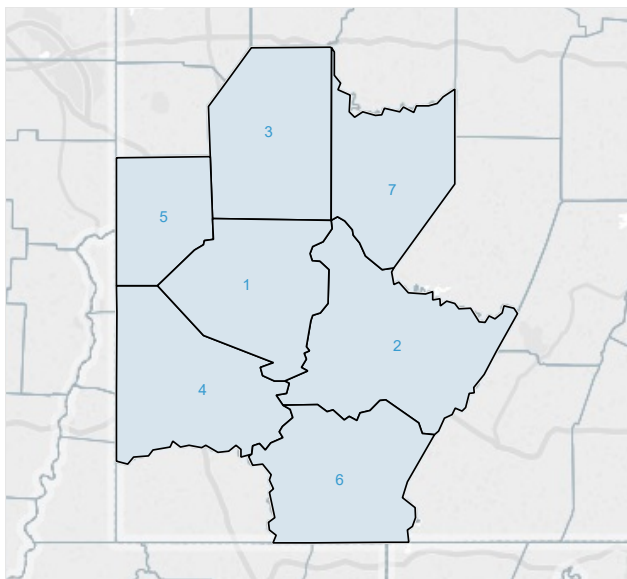
Market by County and Source			Corporate	Foundation	Individual	Total
1	Riverside	CA	\$54.5M	\$52.8M	\$1,088.3M	\$1,195.7M
2	San Bernardino	CA	\$58.3M	\$11.3M	\$964.8M	\$1,034.5M
Grand Total			\$112.9M	\$64.1M	\$2,053.1M	\$2,230.2M

# Pittsburgh, PA

#25 in the United States

\$2,229M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$1,328M	
Foundation	\$683M	
Corporate	\$218M	

## TOP COUNTIES

1	Allegheny	\$1,550M	
2	Westmoreland	\$289M	
3	Butler	\$138M	
4	Washington	\$131M	
5	Beaver	\$68M	
6	Fayette	\$32M	
7	Armstrong	\$21M	

## Corporate: Top 10 Companies by Sales

US Steel Corp	\$40.9B	
Bayer Corp	\$19.4B	
Kraft Heinz Company	\$18.3B	
PNC Financial Services Group	\$16.3B	
PPG Industries Inc	\$15.3B	
Mylan Inc	\$12.9B	
Education Management Corp	\$9.8B	
WESCO	\$7.5B	
Dick's Sporting Goods Inc	\$7.3B	
Giant Eagle Inc	\$6.3B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Richard King Mellon Fdn	\$109.6M	
Heinz Endowments	\$63.6M	
Colcom Foundation	\$46.9M	
Hillman Family Foundations	\$31.8M	
Pittsburgh Foundation	\$30.2M	
McCune Foundation	\$25.7M	
Claude W. Benedum Foundation	\$16.9M	
Sarah Scaife Foundation Inc.	\$13.3M	
Jack Buncher Foundation	\$9.1M	
Trees Charitable Trust	\$7.2M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

15143	Sewickley	PA	\$53.1M	
15217	Pittsburgh	PA	\$39.7M	
15238	Pittsburgh	PA	\$38.7M	
15241	Pittsburgh	PA	\$33.2M	
15044	Gibsonia	PA	\$31.7M	
15317	Canonsburg	PA	\$29.7M	
15237	Pittsburgh	PA	\$29.6M	
15090	Wexford	PA	\$29.1M	
15601	Greensburg	PA	\$25.5M	
16066	Cranberry Twp	PA	\$22.7M	

Source: IRS, Philanthropy.com

## Pittsburgh, PA

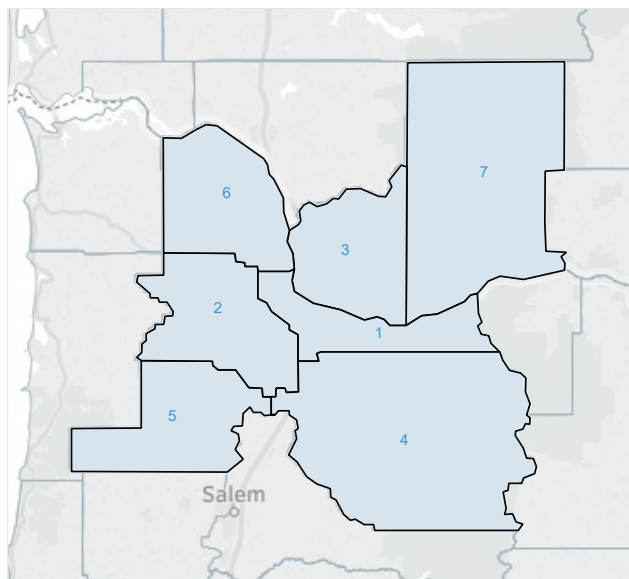
Market by County and Source			Corporate	Foundation	Individual	Total
1	Allegheny	PA	\$158.7M	\$560.3M	\$830.6M	\$1,549.6M
2	Westmoreland	PA	\$16.2M	\$109.2M	\$163.5M	\$288.9M
3	Butler	PA	\$14.8M	\$7.4M	\$116.0M	\$138.3M
4	Washington	PA	\$18.6M	\$4.8M	\$107.2M	\$130.6M
5	Beaver	PA	\$3.0M	\$0.7M	\$64.2M	\$67.9M
6	Fayette	PA	\$3.4M	\$0.4M	\$28.7M	\$32.4M
7	Armstrong	PA	\$2.9M	\$0.3M	\$17.8M	\$21.0M
Grand Total			\$217.6M	\$683.1M	\$1,328.0M	\$2,228.7M

# Portland, OR

#26 in the United States

\$2,100M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$1,742M	
Foundation	\$241M	
Corporate	\$116M	

## TOP COUNTIES

1	Multnomah	\$757M	
2	Washington	\$451M	
3	Clark	\$408M	
4	Clackamas	\$385M	
5	Yamhill	\$73M	
6	Columbia	\$22M	
7	Skamania	\$4M	

## Corporate: Top 10 Companies by Sales

Daimler Trucks North America	\$102.9B	
Pacesetter Propeller Works	\$82.1B	
Nike Inc	\$6.0B	
KinderCare Education LLC	\$5.0B	
R B Pamplin Corporation	\$3.0B	
Mentor Graphics Corporation	\$2.8B	
Greenbrier Cos Inc	\$2.6B	
Resers Fine Foods	\$2.1B	
Precision Castparts Corp	\$2.0B	
Schnitzer Steel Industries	\$1.9B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

M. J. Murdock Charitable Trust	\$43.0M	
Meyer Memorial Trust	\$32.4M	
Collins Foundation	\$10.3M	
Colson Family Foundation	\$9.4M	
Oregon Comm Foundation	\$7.6M	
Lemelson Foundation	\$7.1M	
Knight Foundation	\$5.0M	
Randall Charitable Trust	\$4.0M	
James & Marion Miller Fdn	\$3.8M	
Vibrant Village Foundation	\$3.5M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

97229	Portland	OR	\$59.3M	
97034	Lake Oswego	OR	\$42.0M	
97007	Beaverton	OR	\$41.3M	
97219	Portland	OR	\$33.4M	
97068	West Linn	OR	\$31.5M	
97045	Oregon City	OR	\$30.3M	
97221	Portland	OR	\$28.7M	
97035	Lake Oswego	OR	\$27.8M	
97239	Portland	OR	\$27.5M	
97006	Beaverton	OR	\$27.3M	

Source: IRS, Philanthropy.com



## Portland, OR

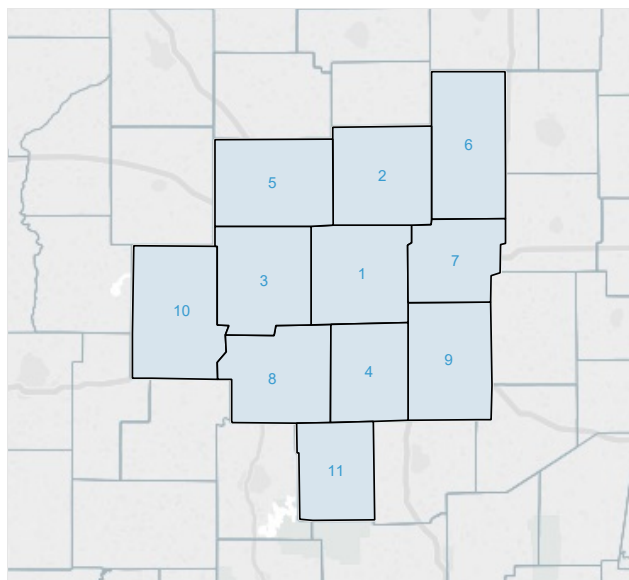
Market by County and Source			Corporate	Foundation	Individual	Total
1	Multnomah	OR	\$51.7M	\$147.2M	\$557.9M	\$756.9M
2	Washington	OR	\$26.4M	\$19.1M	\$405.2M	\$450.6M
3	Clark	WA	\$13.7M	\$57.0M	\$336.9M	\$407.6M
4	Clackamas	OR	\$21.4M	\$16.8M	\$346.5M	\$384.7M
5	Yamhill	OR	\$2.9M	\$0.3M	\$70.1M	\$73.3M
6	Columbia	OR	\$0.4M	\$0.5M	\$21.3M	\$22.2M
7	Skamania	WA	\$0.0M	\$0.1M	\$4.1M	\$4.3M
Grand Total			\$116.5M	\$241.0M	\$1,742.1M	\$2,099.6M

# Indianapolis, IN

#27 in the United States

\$1,995M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$1,439M	
Foundation	\$425M	
Corporate	\$131M	

## TOP COUNTIES

1	Marion	\$1,068M	
2	Hamilton	\$426M	
3	Hendricks	\$120M	
4	Johnson	\$99M	
5	Boone	\$88M	
6	Madison	\$59M	
7	Hancock	\$54M	
8	Morgan	\$41M	
9	Shelby	\$19M	
10	Putnam	\$12M	

## Corporate: Top 10 Companies by Sales

Roche Diagnostics Corp	\$47.8B	
Eli Lilly and Company	\$20.0B	
Indiana State Teachers Assoc	\$8.4B	
Anthem Inc	\$8.1B	
Simon Property Group Inc	\$5.3B	
Calumet Specialty Products	\$4.2B	
Technicolor USA Inc	\$3.9B	
CNO Financial Group Inc	\$2.7B	
Kar Auction Services Inc	\$2.6B	
Remy International	\$2.5B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Lilly Endowment Inc.	\$344.2M	
Lumina Foundation	\$35.7M	
Central Indiana Comm Fdn	\$22.2M	
Ruth Lilly Philanthropic Fdn	\$20.6M	
Indianapolis Foundation	\$13.5M	
Pulliam Charitable Trust	\$12.2M	
Richard M. Fairbanks Fdn	\$10.9M	
Regenstrief Foundation Inc.	\$9.7M	
Herbert Simon Family Fdn	\$4.6M	
Clowes Charitable Foundation	\$4.4M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

46032	Carmel	IN	\$80.7M	
46077	Zionsville	IN	\$56.7M	
46033	Carmel	IN	\$55.4M	
46260	Indianapolis	IN	\$38.6M	
46037	Fishers	IN	\$36.8M	
46143	Greenwood	IN	\$33.4M	
46240	Indianapolis	IN	\$32.8M	
46220	Indianapolis	IN	\$32.3M	
46038	Fishers	IN	\$28.7M	
46204	Indianapolis	IN	\$28.6M	

Source: IRS, Philanthropy.com

## Indianapolis, IN

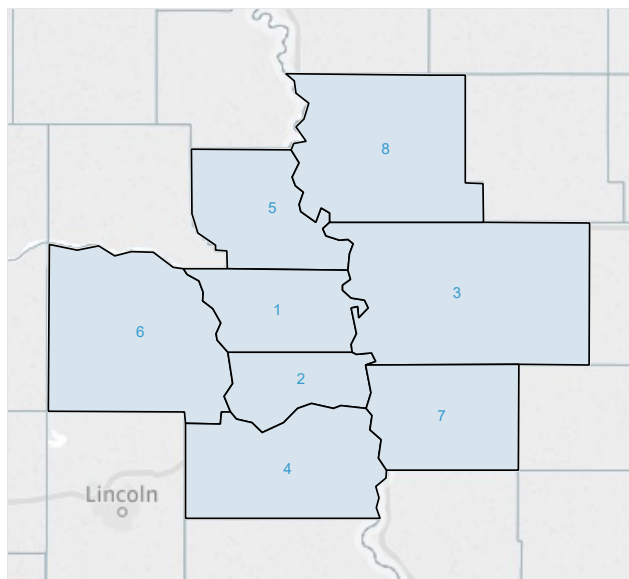
Market by County and Source			Corporate	Foundation	Individual	Total
1	Marion	IN	\$87.6M	\$383.7M	\$596.4M	\$1,067.7M
2	Hamilton	IN	\$20.3M	\$34.5M	\$371.2M	\$426.1M
3	Hendricks	IN	\$2.2M	\$0.5M	\$117.6M	\$120.4M
4	Johnson	IN	\$2.2M	\$0.7M	\$96.1M	\$99.0M
5	Boone	IN	\$0.6M	\$2.1M	\$85.6M	\$88.3M
6	Madison	IN	\$9.8M	\$0.6M	\$48.3M	\$58.7M
7	Hancock	IN	\$4.5M	\$0.3M	\$49.6M	\$54.4M
8	Morgan	IN	\$1.4M	\$2.1M	\$37.4M	\$40.9M
9	Shelby	IN	\$1.1M	\$0.0M	\$17.9M	\$19.0M
10	Putnam	IN	\$1.0M	\$0.0M	\$11.3M	\$12.3M
11	Brown	IN	\$0.3M	\$0.1M	\$7.9M	\$8.3M
Grand Total			\$131.1M	\$424.6M	\$1,439.4M	\$1,995.1M

# Omaha, NE

#28 in the United States

\$1,981M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Foundation	\$1,034M	
Individual	\$876M	
Corporate	\$71M	

## TOP COUNTIES

1	Douglas	\$1,740M	
2	Sarpy	\$121M	
3	Pottawattamie	\$59M	
4	Cass	\$18M	
5	Washington	\$18M	
6	Saunders	\$12M	
7	Mills	\$7M	
8	Harrison	\$6M	

## Corporate: Top 10 Companies by Sales

Berkshire Hathaway Inc	\$210.8B	
Union Pacific Corporation	\$17.4B	
Peter Kiewit Sons Inc	\$10.5B	
Absolute Hearing Solutions	\$5.0B	
Lauritzen Corporation	\$3.9B	
TD Ameritrade Holding	\$3.3B	
AGP Grain Ltd	\$3.0B	
Green Plains Inc	\$3.0B	
West Corporation	\$2.9B	
Valmont Industries Inc	\$2.6B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Susan Thompson Buffett Fdn	\$408.8M	
Sherwood Foundation	\$100.4M	
Omaha Community Foundation	\$60.1M	
Robert B. Daugherty Fdn	\$34.8M	
Buffett Early Childhood Fund	\$24.8M	
Peter Kiewit Foundation	\$21.1M	
Lozier Foundation	\$19.9M	
Holland Foundation	\$18.9M	
Iowa West Foundation	\$7.0M	
Weitz Family Foundation	\$3.5M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

68114	Omaha	NE	\$78.5M	
68154	Omaha	NE	\$65.9M	
68130	Omaha	NE	\$30.1M	
68124	Omaha	NE	\$28.2M	
68022	Elkhorn	NE	\$25.3M	
68135	Omaha	NE	\$24.9M	
68116	Omaha	NE	\$23.2M	
68046	Papillion	NE	\$21.0M	
68144	Omaha	NE	\$18.0M	
68164	Omaha	NE	\$17.6M	

Source: IRS, Philanthropy.com

## Omaha, NE

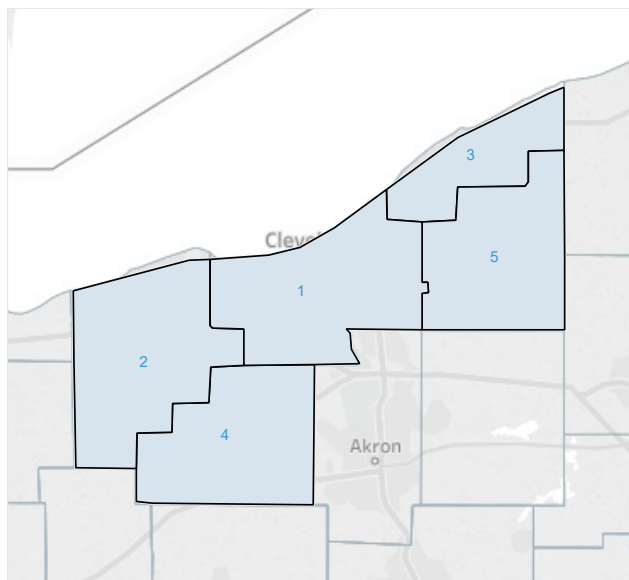
Market by County and Source			Corporate	Foundation	Individual	Total
1	Douglas	NE	\$63.0M	\$1,012.0M	\$665.4M	\$1,740.4M
2	Sarpy	NE	\$5.3M	\$0.7M	\$114.7M	\$120.6M
3	Pottawattamie	IA	\$1.8M	\$18.2M	\$39.2M	\$59.1M
4	Cass	NE	\$0.1M	\$3.1M	\$14.5M	\$17.7M
5	Washington	NE	\$0.1M	\$0.1M	\$17.5M	\$17.7M
6	Saunders	NE	\$0.4M	\$0.0M	\$12.0M	\$12.4M
7	Mills	IA	\$0.0M	\$0.0M	\$7.4M	\$7.5M
8	Harrison	IA	\$0.0M	\$0.2M	\$5.7M	\$6.0M
Grand Total			\$70.7M	\$1,034.3M	\$876.4M	\$1,981.4M

# Cleveland, OH

#29 in the United States

\$1,878M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$1,376M	
Foundation	\$368M	
Corporate	\$135M	

## TOP COUNTIES

1	Cuyahoga	\$1,345M	
2	Lorain	\$167M	
3	Lake	\$153M	
4	Medina	\$117M	
5	Geauga	\$96M	

## Corporate: Top 10 Companies by Sales

Lincoln Electric Holdings	\$25.4B	
Progressive Corp	\$20.9B	
Eaton Corporation	\$20.1B	
Parker Hannifin Corp	\$11.4B	
Sherwin-Williams Co	\$11.3B	
TravelCenters Of America	\$10.4B	
KeyCorp	\$8.6B	
American Greetings Corp	\$6.2B	
RPM International Inc	\$4.8B	
PolyOne Corporation	\$3.4B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Cleveland Foundation	\$99.5M	
George Gund Foundation	\$25.8M	
Morton Mandel Foundation	\$11.4M	
Richard J. Fasenmyer Fdn	\$10.0M	
Kent Smith Charitable Trust	\$8.3M	
Kelvin & Eleanor Smith Fdn	\$8.2M	
St. Luke's Fdn of Cleveland	\$7.4M	
Veale Foundation	\$6.2M	
Partridge Foundation	\$5.6M	
The Weatherhead Foundation	\$5.6M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

44022	Chagrin Falls	OH	\$80.4M	
44122	Beachwood	OH	\$77.6M	
44124	Cleveland	OH	\$52.1M	
44145	Westlake	OH	\$40.2M	
44118	Cleveland	OH	\$32.3M	
44060	Mentor	OH	\$26.8M	
44120	Cleveland	OH	\$26.5M	
44116	Rocky River	OH	\$25.2M	
44139	Solon	OH	\$25.1M	
44023	Chagrin Falls	OH	\$22.9M	

Source: IRS, Philanthropy.com

## Cleveland, OH

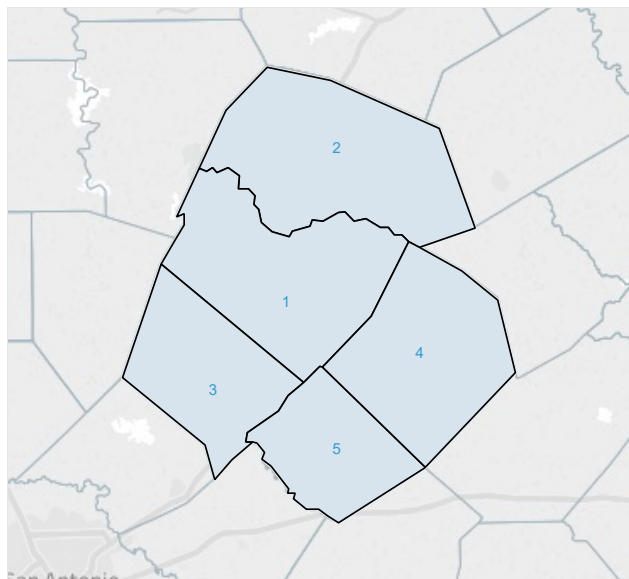
Market by County and Source			Corporate	Foundation	Individual	Total
1	Cuyahoga	OH	\$99.9M	\$314.4M	\$930.6M	\$1,344.9M
2	Lorain	OH	\$10.9M	\$17.0M	\$139.2M	\$167.1M
3	Lake	OH	\$9.9M	\$30.3M	\$112.7M	\$152.9M
4	Medina	OH	\$10.4M	\$1.6M	\$104.8M	\$116.8M
5	Geauga	OH	\$3.6M	\$4.4M	\$88.3M	\$96.3M
Grand Total			\$134.7M	\$367.7M	\$1,375.5M	\$1,877.9M

# Austin, TX

#30 in the United States

\$1,801M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$1,480M	
Foundation	\$248M	
Corporate	\$73M	

## TOP COUNTIES

1	Travis	\$1,354M	
2	Williamson	\$310M	
3	Hays	\$102M	
4	Bastrop	\$25M	
5	Caldwell	\$9M	

## Corporate: Top 10 Companies by Sales

Dell Inc	\$82.3B	
KW Commercial	\$18.5B	
Whole Foods Market Inc	\$13.6B	
NXP Semiconductors	\$5.7B	
Hanger Inc	\$1.9B	
Harden Healthcare	\$1.7B	
Austin Bergstrom Airport	\$1.5B	
Samsung Austin Semiconductor	\$1.5B	
National Instruments Corp	\$1.2B	
LCRA	\$1.1B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Michael & Susan Dell Fdn	\$61.9M	
Austin Community Fdn Cap Area	\$30.6M	
St. David's Foundation	\$8.9M	
RGK Foundation	\$6.5M	
Effie & Wofford Cain Fdn	\$4.8M	
Ed Foundation	\$3.7M	
Topfer Family Foundation	\$2.9M	
Anderson Charitable Fdn	\$2.9M	
Lowe Foundation	\$2.0M	
Shield-Ayres Foundation	\$1.5M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

78746	Austin	TX	\$163.4M	
78731	Austin	TX	\$61.9M	
78703	Austin	TX	\$55.0M	
78613	Cedar Park	TX	\$41.5M	
78701	Austin	TX	\$41.5M	
78681	Round Rock	TX	\$35.2M	
78759	Austin	TX	\$35.0M	
78735	Austin	TX	\$32.5M	
78660	Pflugerville	TX	\$30.2M	
78628	Georgetown	TX	\$26.7M	

Source: IRS, Philanthropy.com



## Austin, TX

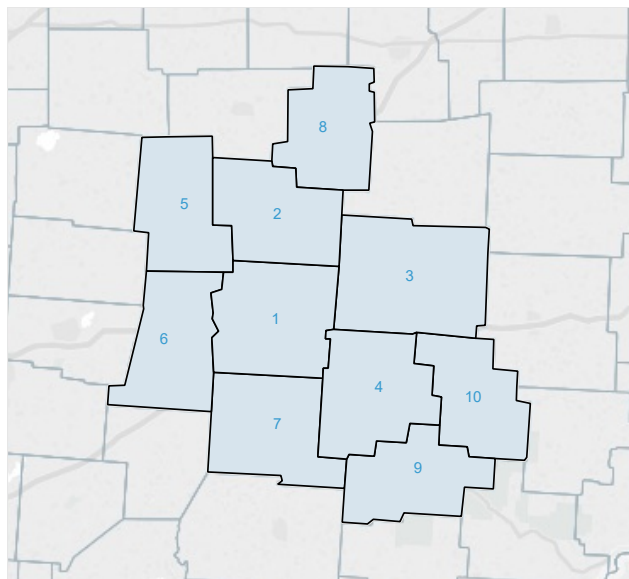
Market by County and Source			Corporate	Foundation	Individual	Total
1	Travis	TX	\$57.0M	\$240.0M	\$1,057.3M	\$1,354.2M
2	Williamson	TX	\$12.0M	\$3.0M	\$295.4M	\$310.4M
3	Hays	TX	\$2.7M	\$4.7M	\$94.8M	\$102.2M
4	Bastrop	TX	\$0.8M	\$0.1M	\$24.0M	\$24.9M
5	Caldwell	TX	\$0.1M	\$0.1M	\$8.7M	\$8.8M
Grand Total			\$72.6M	\$247.8M	\$1,480.1M	\$1,800.5M

# Columbus, OH

#31 in the United States

\$1,790M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$1,283M	
Foundation	\$349M	
Corporate	\$157M	

## TOP COUNTIES

1	Franklin	\$1,310M	
2	Delaware	\$205M	
3	Licking	\$93M	
4	Fairfield	\$82M	
5	Union	\$32M	
6	Madison	\$22M	
7	Pickaway	\$21M	
8	Morrow	\$10M	
9	Hocking	\$7M	
10	Perry	\$7M	

## Corporate: Top 10 Companies by Sales

Cardinal Health Inc	\$121.5B	
American Electric Power Co	\$16.5B	
Nationwide Mutual Insurance	\$15.0B	
Ashland	\$9.8B	
Big Lots Inc	\$8.8B	
Greif Inc	\$4.4B	
Abercrombie & Fitch Co	\$3.5B	
Exel Logistics Inc	\$3.5B	
Schottenstein Stores Corp	\$3.3B	
Huntington Bancshares Inc	\$3.2B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Columbus Foundation	\$119.4M	
Wexner Family Charitable Fund	\$49.7M	
United Way of Central Ohio	\$15.9M	
Osteopathic Heritage Fdn	\$13.9M	
Schottenstein Foundation	\$9.0M	
Macbea Foundation	\$3.4M	
Wexner Foundation	\$2.2M	
McConnell Education Fdn	\$1.6M	
Safelite Charitable Fdn	\$0.9M	
Weary Family Foundation	\$0.8M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

43017	Dublin	OH	\$44.2M	
43065	Powell	OH	\$40.6M	
43221	Columbus	OH	\$38.7M	
43209	Columbus	OH	\$37.7M	
43054	New Albany	OH	\$36.4M	
43230	Columbus	OH	\$35.9M	
43082	Westerville	OH	\$35.7M	
43081	Westerville	OH	\$34.5M	
43220	Columbus	OH	\$33.4M	
43215	Columbus	OH	\$30.9M	

Source: IRS, Philanthropy.com

## Columbus, OH

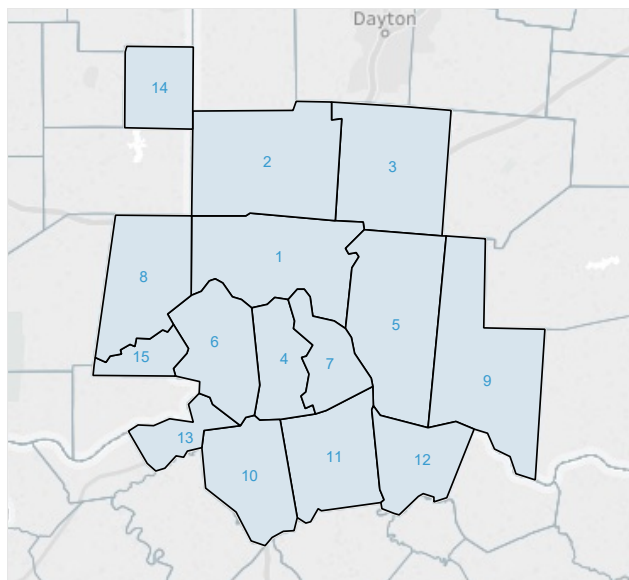
Market by County and Source			Corporate	Foundation	Individual	Total
1	Franklin	OH	\$131.8M	\$335.7M	\$842.0M	\$1,309.5M
2	Delaware	OH	\$10.2M	\$7.5M	\$187.5M	\$205.2M
3	Licking	OH	\$6.4M	\$3.1M	\$83.6M	\$93.1M
4	Fairfield	OH	\$2.1M	\$1.2M	\$79.0M	\$82.4M
5	Union	OH	\$3.6M	\$0.8M	\$28.0M	\$32.3M
6	Madison	OH	\$2.0M	\$0.0M	\$19.8M	\$21.8M
7	Pickaway	OH	\$0.2M	\$0.7M	\$20.2M	\$21.1M
8	Morrow	OH	\$0.3M	\$0.0M	\$10.1M	\$10.5M
9	Hocking	OH	\$0.4M	\$0.1M	\$6.5M	\$7.0M
10	Perry	OH	\$0.1M	\$0.1M	\$6.5M	\$6.7M
Grand Total			\$157.1M	\$349.3M	\$1,283.3M	\$1,789.6M

# Cincinnati, OH

#32 in the United States

\$1,768M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$1,404M	
Foundation	\$226M	
Corporate	\$137M	

## TOP COUNTIES

1	Hamilton	\$926M	
2	Butler	\$220M	
3	Warren	\$195M	
4	Kenton	\$119M	
5	Clermont	\$111M	
6	Boone	\$84M	
7	Campbell	\$62M	
8	Dearborn	\$21M	
9	Brown	\$10M	
10	Grant	\$8M	

## Corporate: Top 10 Companies by Sales

Kroger Co	\$109.8B	
Procter & Gamble Co	\$65.3B	
BASF	\$40.1B	
Macy's Inc	\$27.1B	
Fifth Third Bancorp	\$11.8B	
Western & Southern Financial	\$9.7B	
AK Steel Holding Corp	\$6.6B	
Cintas Corp	\$4.9B	
General Cable	\$4.2B	
Mercy Health	\$3.8B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Gardner Family Foundation	\$14.0M	
Farmer Family Foundation	\$10.5M	
JHSI Inc.	\$9.8M	
John & Mary Schiff Fdn	\$8.6M	
Austin E. Knowlton Fdn	\$7.2M	
Greater Cincinnati Fdn	\$5.0M	
Jewish Fdn of Cincinnati	\$3.1M	
Marge & Charles Schott Fdn	\$2.9M	
Elma M. Lapp Foundation	\$2.8M	
F. R. Luther Charitable Trust	\$1.8M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

45243	Cincinnati	OH	\$66.1M	
45140	Loveland	OH	\$43.3M	
45040	Mason	OH	\$42.9M	
45208	Cincinnati	OH	\$41.6M	
45069	West Chester	OH	\$39.5M	
45242	Cincinnati	OH	\$30.9M	
45011	Hamilton	OH	\$30.2M	
45458	Dayton	OH	\$29.9M	
45244	Cincinnati	OH	\$23.9M	
45241	Cincinnati	OH	\$23.9M	

Source: IRS, Philanthropy.com

## Cincinnati, OH

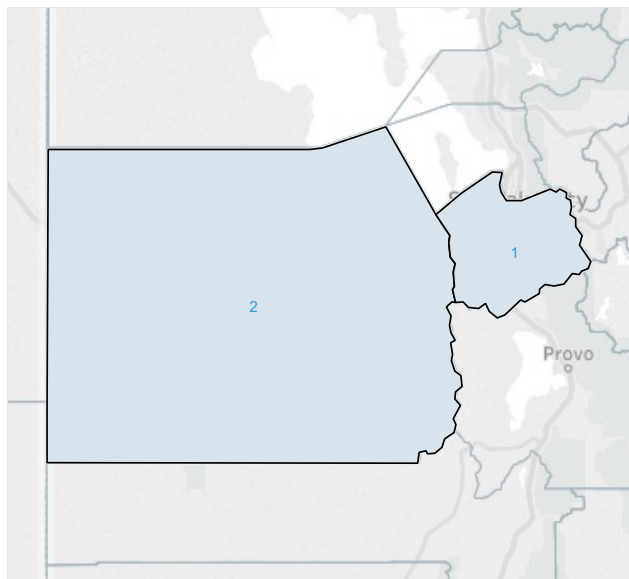
Market by County and Source			Corporate	Foundation	Individual	Total
1	Hamilton	OH	\$87.1M	\$191.1M	\$647.5M	\$925.7M
2	Butler	OH	\$13.4M	\$6.4M	\$200.3M	\$220.1M
3	Warren	OH	\$8.5M	\$16.7M	\$170.2M	\$195.5M
4	Kenton	KY	\$9.9M	\$6.4M	\$102.2M	\$118.5M
5	Clermont	OH	\$4.6M	\$2.3M	\$103.7M	\$110.6M
6	Boone	KY	\$6.2M	\$1.9M	\$76.1M	\$84.2M
7	Campbell	KY	\$6.5M	\$0.9M	\$54.8M	\$62.2M
8	Dearborn	IN	\$1.0M	\$0.2M	\$20.2M	\$21.5M
9	Brown	OH	\$0.1M	\$0.0M	\$9.6M	\$9.7M
10	Grant	KY	\$0.0M	\$0.0M	\$7.8M	\$7.8M
11	Pendleton	KY	\$0.0M	\$0.0M	\$4.6M	\$4.6M
12	Bracken	KY	\$0.0M	\$0.1M	\$2.0M	\$2.1M
13	Gallatin	KY	\$0.0M	\$0.0M	\$1.9M	\$1.9M
14	Union	IN	\$0.0M	\$0.0M	\$1.5M	\$1.6M
15	Ohio	IN	\$0.0M	\$0.0M	\$1.5M	\$1.5M
Grand Total			\$137.5M	\$226.1M	\$1,404.0M	\$1,767.5M

# Salt Lake City, UT

#33 in the United States

\$1,734M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$1,530M	
Foundation	\$128M	
Corporate	\$76M	

## TOP COUNTIES

1	Salt Lake	\$1,684M	
2	Tooele	\$51M	

## Corporate: Top 10 Companies by Sales

Boart Longyear Co	\$6.7B	
Intermountain Healthcare	\$6.5B	
Sinclair Oil Corp	\$5.9B	
Zions Bancorp	\$3.8B	
Deseret Management Corp	\$2.5B	
AlSCO	\$1.9B	
Overstock.com Inc	\$1.7B	
Associated Food Stores	\$1.5B	
Questar Corporation	\$1.5B	
Headwaters Inc	\$1.4B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Sorenson Legacy Foundation	\$31.5M	
George & Dolores Eccles Fdn	\$23.0M	
Huntsman Foundation	\$16.2M	
My Good Fund	\$9.9M	
Janet Q. Lawson Foundation	\$3.8M	
S. J. & Jessie Quinney Fdn	\$2.8M	
Tanner Charitable Trust	\$2.6M	
Peery Charitable Foundation	\$2.6M	
Lawrence & Janet Dee Fdn	\$2.4M	
McCarthy Family Foundation	\$2.1M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

84095	South Jordan	UT	\$104.9M	
84121	Salt Lake City	UT	\$90.8M	
84092	Sandy	UT	\$80.4M	
84108	Salt Lake City	UT	\$75.0M	
84093	Sandy	UT	\$66.0M	
84065	Riverton	UT	\$55.0M	
84117	Salt Lake City	UT	\$52.7M	
84109	Salt Lake City	UT	\$49.4M	
84103	Salt Lake City	UT	\$44.2M	
84096	Herriman	UT	\$42.7M	

Source: IRS, Philanthropy.com

# Salt Lake City, UT

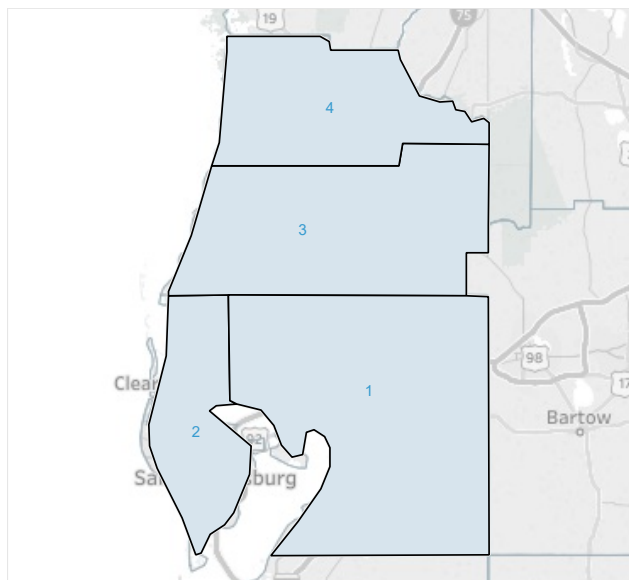
Market by County and Source			Corporate	Foundation	Individual	Total
1	Salt Lake	UT	\$75.9M	\$128.2M	\$1,479.6M	\$1,683.6M
2	Tooele	UT	\$0.1M	\$0.2M	\$50.4M	\$50.7M
Grand Total			\$76.0M	\$128.3M	\$1,530.0M	\$1,734.3M

# Tampa, FL

#34 in the United States

\$1,712M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$1,488M	
Corporate	\$115M	
Foundation	\$109M	

## TOP COUNTIES

1	Hillsborough	\$818M	
2	Pinellas	\$682M	
3	Pasco	\$163M	
4	Hernando	\$49M	

### Corporate: Top 10 Companies by Sales

Yara North America Inc	\$57.4B	
Tech Data Corp	\$26.4B	
Jabil Circuit Inc	\$17.9B	
Gerdau Ameristeel Corp	\$12.6B	
Raymond James Financial Inc	\$5.2B	
Bloomin' Brands Inc	\$4.4B	
Manitowoc FoodService	\$4.0B	
HSN Inc	\$3.7B	
Cott USA Corporation	\$3.1B	
Baycare Health System Inc	\$2.3B	

Source: AtoZ Database

### Foundation: Top 10 Foundations by Philanthropy

Comm Foundation of Tampa B..	\$6.6M	
Allegany Franciscan Minist.	\$4.9M	
Seaman Family Foundation	\$4.3M	
Believers Foundation	\$4.0M	
Spurlino Foundation	\$2.7M	
Roy M. Speer Foundation	\$2.1M	
Gemunder Family Foundation	\$1.2M	
Hoehl Family Foundation	\$1.0M	
Judge Alva Carver Foundation	\$0.7M	
Joy McCann Foundation Inc.	\$0.6M	

Source: Foundation Center

### Individual: Top 10 Zip Codes by Philanthropy

33629	Tampa	FL	\$42.1M	
33647	Tampa	FL	\$40.7M	
33756	Clearwater	FL	\$29.5M	
33606	Tampa	FL	\$25.0M	
33556	Odessa	FL	\$23.2M	
33767	Clearwater Be..	FL	\$22.5M	
33704	Saint Petersbu..	FL	\$21.8M	
33613	Tampa	FL	\$20.7M	
33626	Tampa	FL	\$18.8M	
33511	Brandon	FL	\$18.7M	

Source: IRS, Philanthropy.com



# Tampa, FL

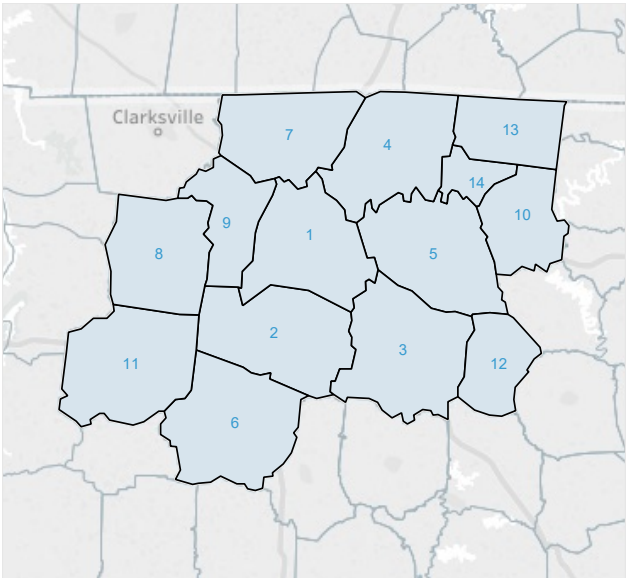
Market by County and Source			Corporate	Foundation	Individual	Total
1	Hillsborough	FL	\$66.3M	\$70.6M	\$680.9M	\$817.9M
2	Pinellas	FL	\$42.3M	\$36.8M	\$603.0M	\$682.1M
3	Pasco	FL	\$5.4M	\$1.4M	\$155.7M	\$162.5M
4	Hernando	FL	\$0.8M	\$0.6M	\$48.0M	\$49.4M
Grand Total			\$114.8M	\$109.4M	\$1,487.6M	\$1,711.8M

# Nashville, TN

#35 in the United States

\$1,702M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$1,470M	
Foundation	\$116M	
Corporate	\$116M	

## TOP COUNTIES

1	Davidson	\$746M	
2	Williamson	\$425M	
3	Rutherford	\$174M	
4	Sumner	\$130M	
5	Wilson	\$96M	
6	Maury	\$42M	
7	Robertson	\$37M	
8	Dickson	\$18M	
9	Cheatham	\$16M	
10	Smith	\$6M	

## Corporate: Top 10 Companies by Sales

HCA Holdings Inc	\$39.7B	
Bridgestone Americas Inc	\$33.5B	
Dollar General Corp	\$20.4B	
Sitel Corporation	\$6.2B	
Tractor Supply Co	\$6.2B	
LifePoint Health Inc	\$5.2B	
Brookdale Senior Living Inc	\$5.0B	
Ingram Industries Inc	\$4.2B	
Pinnacle Financial Partners	\$3.4B	
Delek US Holdings Inc	\$3.1B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Peter Hawkins Dobberpuhl Fdn	\$13.6M	
Frist Foundation	\$9.3M	
Baptist Healing Hospital Trust	\$5.0M	
Cal Turner Family Foundation	\$4.1M	
Jack C. Massey Foundation	\$3.1M	
Patricia and Rodes Hart Fdn	\$2.2M	
West End Home Foundation	\$2.1M	
Christy-Houston Foundation	\$2.1M	
Msb Cockayne Fund Inc	\$1.9M	
Mike Curb Family Foundation	\$1.7M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

37027	Brentwood	TN	\$123.9M	
37215	Nashville	TN	\$84.7M	
37205	Nashville	TN	\$83.1M	
37064	Franklin	TN	\$60.1M	
37069	Franklin	TN	\$59.9M	
37075	Hendersonville	TN	\$48.0M	
37122	Mount Juliet	TN	\$35.7M	
37067	Franklin	TN	\$32.8M	
37129	Murfreesboro	TN	\$29.9M	
37221	Nashville	TN	\$29.5M	

Source: IRS, Philanthropy.com

## Nashville, TN

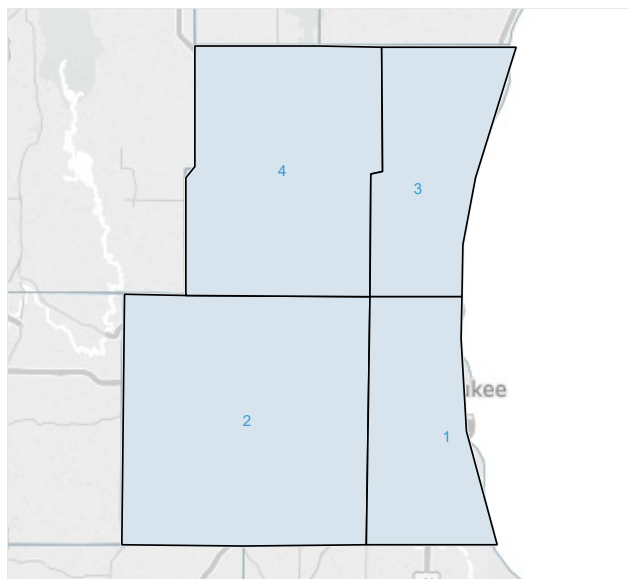
Market by County and Source			Corporate	Foundation	Individual	Total
1	Davidson	TN	\$62.1M	\$85.4M	\$598.8M	\$746.3M
2	Williamson	TN	\$31.4M	\$20.0M	\$373.1M	\$424.5M
3	Rutherford	TN	\$10.4M	\$7.5M	\$155.6M	\$173.5M
4	Sumner	TN	\$2.1M	\$2.3M	\$125.2M	\$129.6M
5	Wilson	TN	\$4.8M	\$0.5M	\$90.3M	\$95.6M
6	Maury	TN	\$1.6M	\$0.1M	\$40.1M	\$41.8M
7	Robertson	TN	\$1.7M	\$0.0M	\$35.5M	\$37.3M
8	Dickson	TN	\$1.1M	\$0.4M	\$16.9M	\$18.3M
9	Cheatham	TN	\$0.1M	\$0.1M	\$15.5M	\$15.6M
10	Smith	TN	\$0.6M	\$0.1M	\$5.8M	\$6.5M
11	Hickman	TN	\$0.1M	\$0.0M	\$4.5M	\$4.6M
12	Cannon	TN	\$0.0M	\$0.0M	\$4.0M	\$4.0M
13	Macon	TN	\$0.0M	\$0.0M	\$2.7M	\$2.8M
14	Trousdale	TN	\$0.0M	\$0.0M	\$1.6M	\$1.6M
Grand Total			\$116.2M	\$116.3M	\$1,469.6M	\$1,702.0M

# Milwaukee, WI

#36 in the United States

\$1,598M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$1,182M	
Foundation	\$278M	
Corporate	\$138M	

## TOP COUNTIES

1	Milwaukee	\$792M	
2	Waukesha	\$561M	
3	Ozaukee	\$139M	
4	Washington	\$105M	

## Corporate: Top 10 Companies by Sales

Johnson Controls Inc	\$25.7B	
ManpowerGroup Inc	\$19.3B	
Kohl's Corp	\$19.2B	
Joy Global Inc	\$10.2B	
Aurora Health Care Inc	\$6.6B	
Rockwell Automation Inc	\$6.3B	
Harley-Davidson Inc	\$6.0B	
WEC Energy Group Inc	\$5.9B	
Fiserv Inc	\$5.3B	
Quad/Graphics Inc	\$4.7B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Lynde & Harry Bradley Fdn	\$39.1M	
Greater Milwaukee Foundation	\$29.9M	
Bader Philanthropies	\$10.8M	
Pat and Jay Baker Foundation	\$9.0M	
Argosy Foundation	\$4.6M	
Zilber Family Foundation	\$4.1M	
Herzfeld Foundation	\$3.8M	
Uihlein Charitable Fdn	\$3.0M	
Soref Charitable Trust	\$2.9M	
Meehan Family Foundation	\$2.6M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

53217	Milwaukee	WI	\$61.9M	
53029	Hartland	WI	\$53.8M	
53202	Milwaukee	WI	\$50.5M	
53092	Thiensville	WI	\$49.3M	
53211	Milwaukee	WI	\$40.0M	
53045	Brookfield	WI	\$31.2M	
53051	Menomonee F..	WI	\$26.8M	
53005	Brookfield	WI	\$24.8M	
53151	New Berlin	WI	\$23.9M	
53072	Pewaukee	WI	\$23.0M	

Source: IRS, Philanthropy.com

## Milwaukee, WI

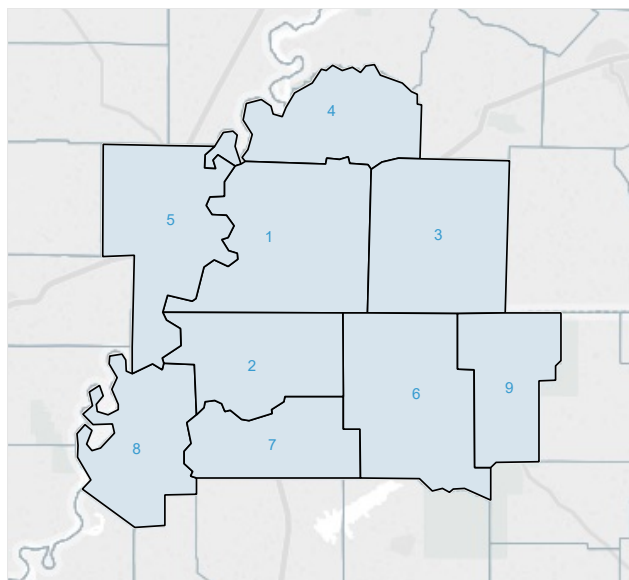
Market by County and Source			Corporate	Foundation	Individual	Total
1	Milwaukee	WI	\$91.5M	\$199.5M	\$501.2M	\$792.2M
2	Waukesha	WI	\$35.7M	\$69.4M	\$456.3M	\$561.4M
3	Ozaukee	WI	\$4.3M	\$8.3M	\$126.2M	\$138.8M
4	Washington	WI	\$6.3M	\$0.9M	\$98.3M	\$105.4M
Grand Total			\$137.7M	\$278.1M	\$1,182.0M	\$1,597.8M

# Memphis, TN

#37 in the United States

\$1,588M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$1,369M	
Foundation	\$140M	
Corporate	\$79M	

## TOP COUNTIES

1	Shelby	\$1,316M	
2	DeSoto	\$136M	
3	Fayette	\$39M	
4	Tipton	\$30M	
5	Crittenden	\$27M	
6	Marshall	\$17M	
7	Tate	\$15M	
8	Tunica	\$5M	
9	Benton	\$2M	

## Corporate: Top 10 Companies by Sales

FedEx Corp	\$50.4B	
International Paper Co	\$22.4B	
Helios	\$3.8B	
Highland Capital Management	\$3.0B	
Baptist Memorial Health Care	\$2.8B	
Fred's Inc	\$2.2B	
Mueller Industries Inc	\$2.1B	
Thomas & Betts	\$1.9B	
Dunavant Commodity	\$1.9B	
Binswanger Glass Co	\$1.5B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Comm Fdn Greater Memphis	\$94.0M	
Poplar Foundation	\$24.9M	
Plough Foundation	\$12.9M	
Hartwell Foundation	\$2.0M	
Kemmons Wilson Family Fdn	\$1.5M	
Formanek Foundation	\$1.2M	
Great Oaks Foundation	\$0.8M	
Hardin Charitable Trust	\$0.8M	
Maddox Foundation	\$0.8M	
Jeniam Foundation	\$0.7M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

38017	Collierville	TN	\$83.0M	
38111	Memphis	TN	\$65.5M	
38117	Memphis	TN	\$63.2M	
38120	Memphis	TN	\$53.2M	
38138	Germantown	TN	\$51.9M	
38125	Memphis	TN	\$46.3M	
38139	Germantown	TN	\$45.6M	
38002	Arlington	TN	\$43.7M	
38654	Olive Branch	MS	\$42.6M	
38016	Cordova	TN	\$38.6M	

Source: IRS, Philanthropy.com

## Memphis, TN

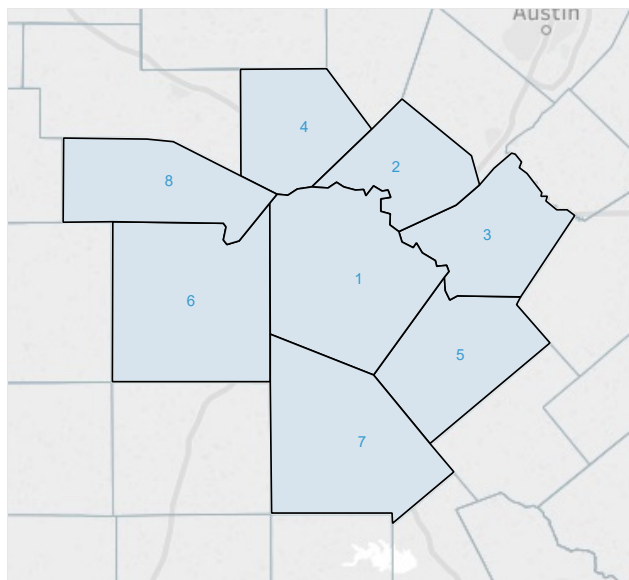
Market by County and Source			Corporate	Foundation	Individual	Total
1	Shelby	TN	\$76.4M	\$138.1M	\$1,101.7M	\$1,316.2M
2	DeSoto	MS	\$1.2M	\$2.0M	\$133.1M	\$136.3M
3	Fayette	TN	\$1.3M	\$0.0M	\$37.8M	\$39.1M
4	Tipton	TN	\$0.1M	\$0.0M	\$30.3M	\$30.4M
5	Crittenden	AR	\$0.0M	\$0.2M	\$26.5M	\$26.7M
6	Marshall	MS	\$0.1M	\$0.0M	\$17.2M	\$17.3M
7	Tate	MS	\$0.1M	\$0.0M	\$15.3M	\$15.4M
8	Tunica	MS	\$0.0M	\$0.1M	\$4.5M	\$4.6M
9	Benton	MS	\$0.0M	\$0.0M	\$2.5M	\$2.5M
Grand Total			\$79.3M	\$140.3M	\$1,368.7M	\$1,588.4M

# San Antonio, TX

#38 in the United States

\$1,505M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$1,255M	
Foundation	\$163M	
Corporate	\$88M	

## TOP COUNTIES

1	Bexar	\$1,213M	
2	Comal	\$106M	
3	Guadalupe	\$69M	
4	Kendall	\$61M	
5	Wilson	\$17M	
6	Medina	\$15M	
7	Atascosa	\$13M	
8	Bandera	\$11M	

## Corporate: Top 10 Companies by Sales

Valero Energy Corp	\$87.8B	
CST Brands Inc	\$11.4B	
Zachry Holdings Inc	\$10.6B	
H E Butt Grocery Co	\$7.8B	
Rush Enterprises Inc	\$5.0B	
Tesoro Corp	\$3.6B	
United Services Automobile	\$3.3B	
Kinetic Concepts Inc	\$3.1B	
Clear Channel Outdoor	\$2.8B	
iHeartMedia Inc	\$2.7B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

San Antonio Area Foundation	\$15.2M	
Kleberg Foundation	\$11.9M	
Mays Family Foundation	\$10.4M	
Covenant Foundation Inc.	\$9.0M	
Greehey Family Fdn	\$6.5M	
Harvey E. Najim Family Fdn	\$3.6M	
McCombs Foundation Inc.	\$2.9M	
Tomerlin Voelcker Fund	\$2.7M	
G. G. Lawson Charitable Trust	\$2.5M	
Semmes Foundation Inc.	\$2.0M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

78209	San Antonio	TX	\$77.1M	
78258	San Antonio	TX	\$48.4M	
78006	Boerne	TX	\$44.4M	
78230	San Antonio	TX	\$33.5M	
78232	San Antonio	TX	\$30.8M	
78231	San Antonio	TX	\$28.8M	
78212	San Antonio	TX	\$28.7M	
78132	New Braunfels	TX	\$24.3M	
78260	San Antonio	TX	\$24.3M	
78216	San Antonio	TX	\$22.7M	

Source: IRS, Philanthropy.com



## San Antonio, TX

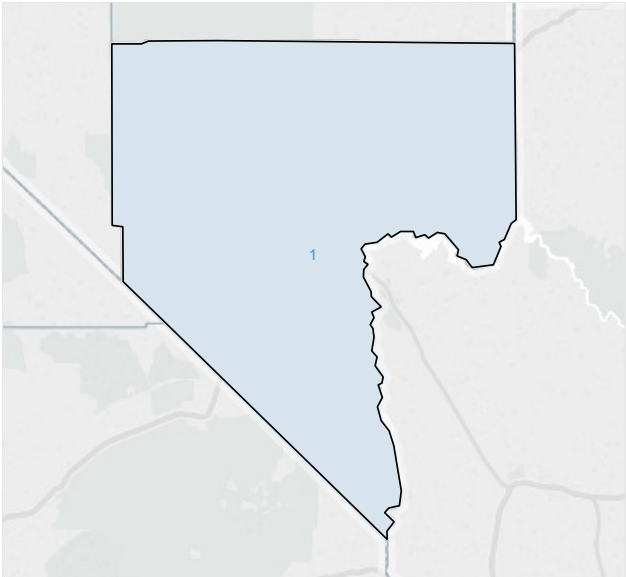
Market by County and Source			Corporate	Foundation	Individual	Total
1	Bexar	TX	\$75.7M	\$159.9M	\$977.2M	\$1,212.8M
2	Comal	TX	\$7.7M	\$0.7M	\$97.8M	\$106.2M
3	Guadalupe	TX	\$3.0M	\$0.1M	\$66.2M	\$69.3M
4	Kendall	TX	\$0.3M	\$1.9M	\$59.1M	\$61.3M
5	Wilson	TX	\$0.1M	\$0.0M	\$16.7M	\$16.8M
6	Medina	TX	\$0.1M	\$0.0M	\$14.9M	\$15.0M
7	Atascosa	TX	\$0.8M	\$0.2M	\$12.4M	\$13.5M
8	Bandera	TX	\$0.0M	\$0.0M	\$10.5M	\$10.5M
Grand Total			\$87.7M	\$162.9M	\$1,254.7M	\$1,505.3M

# Las Vegas, NV

#39 in the United States

\$1,486M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$1,247M	
Foundation	\$153M	
Corporate	\$86M	

## TOP COUNTIES

1	Clark	\$1,486M	
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### Corporate: Top 10 Companies by Sales

Live Ventures Inc	\$33.4B	
Las Vegas Sands Corporation	\$11.7B	
MGM Resorts International	\$9.2B	
Caesars Entertainment Corp	\$4.7B	
Wynn Resorts Ltd	\$4.1B	
Scientific Games Corp	\$2.8B	
Station Casinos Inc	\$2.8B	
Affinity Gaming LLC	\$2.5B	
HealthCare Partners Nevada	\$2.5B	
Southwest Gas Corporation	\$2.5B	

Source: AtoZ Database

### Foundation: Top 10 Foundations by Philanthropy

Adelson Charitable Trust	\$102.5M	
Donald W. Reynolds Fdn	\$56.6M	
Engelstad Family Foundation	\$31.2M	
Chung Ying Tang Foundation	\$2.8M	
The Bennett Family Fdn	\$1.9M	
Mark & Carolyn Guidry Fdn	\$1.3M	
The Boyd Foundation	\$1.0M	
Ruvo Family Foundation	\$0.9M	
Lied Foundation Trust	\$0.9M	
Rogers Museum of Lone Pine	\$0.8M	

Source: Foundation Center

### Individual: Top 10 Zip Codes by Philanthropy

89052	Henderson	NV	\$51.6M	
89134	Las Vegas	NV	\$45.7M	
89109	Las Vegas	NV	\$40.7M	
89117	Las Vegas	NV	\$37.2M	
89135	Las Vegas	NV	\$32.8M	
89131	Las Vegas	NV	\$29.5M	
89074	Henderson	NV	\$27.0M	
89129	Las Vegas	NV	\$26.3M	
89012	Henderson	NV	\$25.7M	
89113	Las Vegas	NV	\$24.4M	

Source: IRS, Philanthropy.com

# Las Vegas, NV

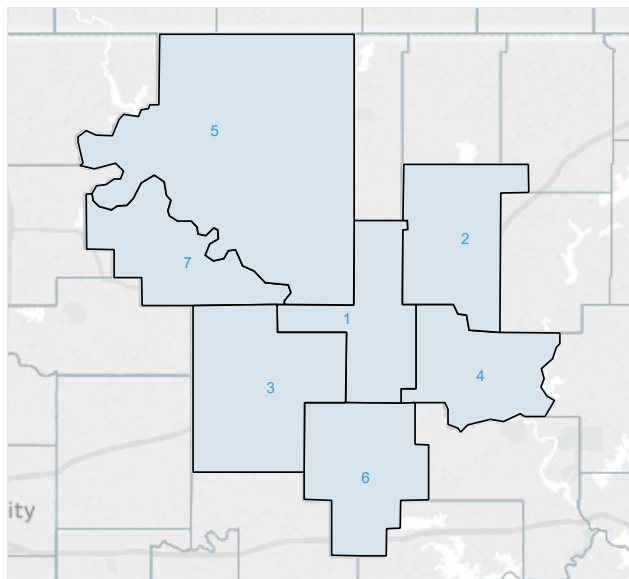
Market by County and Source			Corporate	Foundation	Individual	Total
1	Clark	NV	\$85.9M	\$152.7M	\$1,247.5M	\$1,486.1M
Grand Total			\$85.9M	\$152.7M	\$1,247.5M	\$1,486.1M

# Tulsa, OK

#40 in the United States

\$1,452M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$1,157M	
Foundation	\$226M	
Corporate	\$69M	

## TOP COUNTIES

1	Tulsa	\$1,235M	
2	Rogers	\$74M	
3	Creek	\$49M	
4	Wagoner	\$49M	
5	Osage	\$25M	
6	Okmulgee	\$14M	
7	Pawnee	\$6M	

## Corporate: Top 10 Companies by Sales

NGL Energy Partners LP	\$16.8B	
ONEOK	\$7.8B	
Helmerich & Payne Inc	\$3.2B	
Williams Companies Inc	\$2.9B	
American Sealcoating Co	\$2.5B	
Alliance Holdings GP LP	\$2.3B	
Magellan Midstream Partners	\$2.2B	
Hilti Inc	\$2.1B	
WPX Energy Inc	\$1.9B	
QuikTrip Corporation	\$1.8B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Tulsa Community Foundation	\$65.4M	
J. E. & L. E. Mabey Fdn	\$45.7M	
Anne & Henry Zarrow Fdn	\$21.6M	
William K. Warren Foundation	\$15.0M	
Mary K. Chapman Foundation	\$8.3M	
Ruth Nelson Family Fdn	\$6.5M	
Stephenson Family Fdn	\$6.0M	
Helmerich Trust	\$4.8M	
Helmerich Foundation	\$4.1M	
Oxley Foundation	\$3.7M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

74137	Tulsa	OK	\$65.9M	
74114	Tulsa	OK	\$54.0M	
74105	Tulsa	OK	\$50.4M	
74133	Tulsa	OK	\$47.2M	
74012	Broken Arrow	OK	\$42.7M	
74136	Tulsa	OK	\$42.0M	
74055	Owasso	OK	\$40.8M	
74119	Tulsa	OK	\$33.8M	
74008	Bixby	OK	\$30.7M	
74011	Broken Arrow	OK	\$29.9M	

Source: IRS, Philanthropy.com

## Tulsa, OK

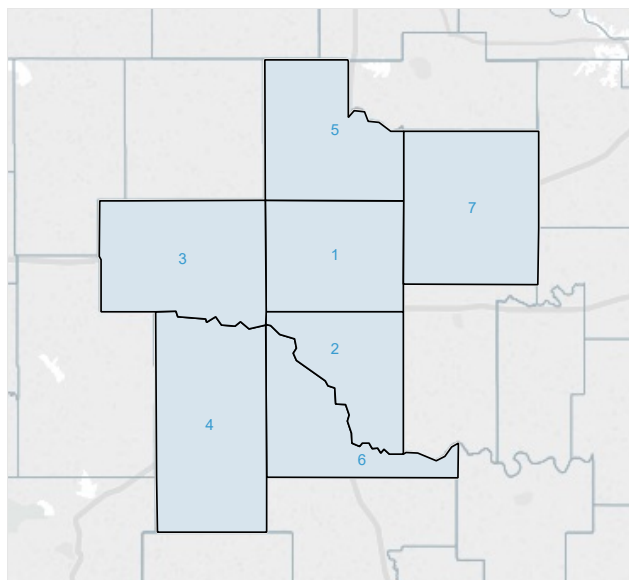
Market by County and Source			Corporate	Foundation	Individual	Total
1	Tulsa	OK	\$64.4M	\$224.9M	\$945.9M	\$1,235.2M
2	Rogers	OK	\$2.7M	\$0.1M	\$71.2M	\$73.9M
3	Creek	OK	\$1.4M	\$0.7M	\$47.2M	\$49.3M
4	Wagoner	OK	\$0.5M	\$0.2M	\$48.1M	\$48.8M
5	Osage	OK	\$0.2M	\$0.1M	\$25.2M	\$25.5M
6	Okmulgee	OK	\$0.2M	\$0.0M	\$13.3M	\$13.5M
7	Pawnee	OK	\$0.1M	\$0.0M	\$6.1M	\$6.2M
Grand Total			\$69.5M	\$226.0M	\$1,156.9M	\$1,452.3M

# Oklahoma City, OK

#41 in the United States

\$1,412M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$1,149M	
Foundation	\$189M	
Corporate	\$74M	

## TOP COUNTIES

1	Oklahoma	\$1,012M	
2	Cleveland	\$203M	
3	Canadian	\$102M	
4	Grady	\$29M	
5	Logan	\$29M	
6	McClain	\$24M	
7	Lincoln	\$13M	

## Corporate: Top 10 Companies by Sales

Express Services Inc	\$30.3B	
Chesapeake Energy Corp	\$11.6B	
Love's Travel Stops	\$5.7B	
Devon Energy Corp	\$4.1B	
Continental Resources Inc	\$2.7B	
OGE Energy Corp	\$2.2B	
Relevant Products	\$2.2B	
Tronox Limited	\$2.1B	
INTEGRIS Health Inc	\$2.1B	
Hobby Lobby Stores Inc	\$2.0B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Presbyterian Health Fdn	\$33.8M	
Oklahoma City Comm Fdn	\$14.9M	
Inasmuch Foundation	\$14.6M	
E. L. and Thelma Gaylord Fdn	\$9.1M	
Records-Johnston Family Fdn	\$7.3M	
Comm Foundation of Oklahoma	\$3.9M	
Sarkeys Foundation	\$3.8M	
Kirkpatrick Foundation	\$1.6M	
Charles Morton Share Trust	\$1.1M	
Allen Family Charitable Fdn	\$0.9M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

73013	Edmond	OK	\$69.1M	
73034	Edmond	OK	\$57.6M	
73099	Yukon	OK	\$43.6M	
73072	Norman	OK	\$42.0M	
73120	Oklahoma City	OK	\$40.4M	
73170	Oklahoma City	OK	\$34.9M	
73012	Edmond	OK	\$33.9M	
73142	Oklahoma City	OK	\$29.2M	
73116	Oklahoma City	OK	\$28.7M	
73025	Edmond	OK	\$27.6M	

Source: IRS, Philanthropy.com

## Oklahoma City, OK

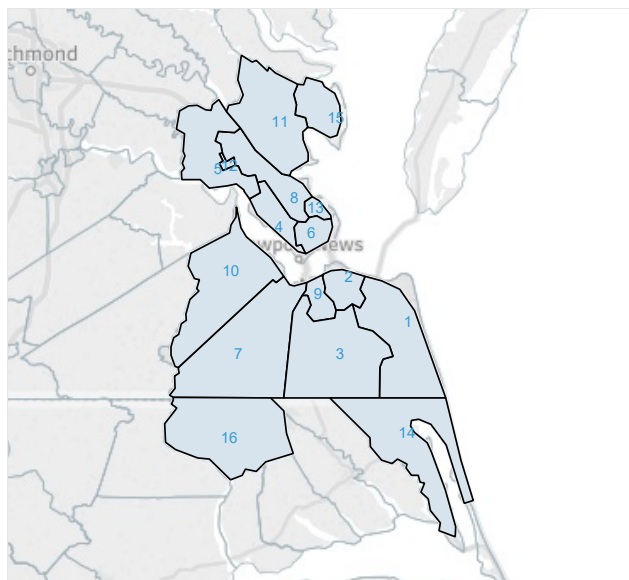
Market by County and Source			Corporate	Foundation	Individual	Total
1	Oklahoma	OK	\$64.6M	\$183.1M	\$764.6M	\$1,012.3M
2	Cleveland	OK	\$4.9M	\$5.5M	\$192.9M	\$203.3M
3	Canadian	OK	\$2.8M	\$0.4M	\$98.5M	\$101.8M
4	Grady	OK	\$0.6M	\$0.0M	\$28.1M	\$28.7M
5	Logan	OK	\$0.2M	\$0.3M	\$28.2M	\$28.6M
6	McClain	OK	\$0.4M	\$0.0M	\$23.7M	\$24.1M
7	Lincoln	OK	\$0.5M	\$0.1M	\$12.6M	\$13.1M
Grand Total			\$73.9M	\$189.4M	\$1,148.6M	\$1,411.9M

# Virginia Beach, VA

#42 in the United States

\$1,401M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$1,257M	
Foundation	\$82M	
Corporate	\$62M	

## OTHER COUNTIES

11	Gloucester	\$22M
12	Williamsburg	\$16M
13	Poquoson	\$11M
14	Currituck	\$11M
15	Mathews	\$7M
16	Gates	\$5M

## TOP COUNTIES

1	Virginia Beach (Indep..	\$397M	
2	Norfolk (Independent..	\$203M	
3	Chesapeake (Indepe..	\$194M	
4	Newport News (Indep..	\$109M	
5	James City	\$94M	
6	Hampton (Independe..	\$89M	
7	Suffolk (Independent ..	\$86M	
8	York	\$61M	
9	Portsmouth (Indepen..	\$61M	
10	Isle of Wight	\$36M	

## Corporate: Top 10 Companies by Sales

Ferguson Enterprises Inc	\$17.0B	
Smithfield Foods Inc	\$16.4B	
Dollar Tree Inc	\$15.5B	
Norfolk Southern Corp	\$10.5B	
Huntington Ingalls Industries	\$7.0B	
Titan America Inc	\$1.8B	
Landmark Media Enterprises	\$1.7B	
Archstone Smith Trust	\$1.3B	
Lumber Liquidators Holdings	\$1.0B	
PRA Group Inc	\$0.9B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Hampton Roads Community Fdn	\$13.3M	
Aimee & Frank Batten Jr. Fdn	\$12.4M	
Williamsburg Health Fdn	\$3.5M	
Obici Healthcare Foundation	\$2.6M	
Shearwater Foundation Inc.	\$1.2M	
Irene Leache Memorial Fdn	\$0.7M	
Agena Foundation Inc.	\$0.5M	
Portsmouth Gen Hospital Fdn	\$0.4M	
Kaufman Americana Foundation	\$0.3M	
Edward & Mary Williams Fdn	\$0.2M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

23451	Virginia Beach	VA	\$54.0M	
23322	Chesapeake	VA	\$47.7M	
23454	Virginia Beach	VA	\$43.4M	
23464	Virginia Beach	VA	\$41.4M	
23456	Virginia Beach	VA	\$38.5M	
23320	Chesapeake	VA	\$38.2M	
23188	Williamsburg	VA	\$33.1M	
23452	Virginia Beach	VA	\$32.3M	
23455	Virginia Beach	VA	\$31.4M	
23666	Hampton	VA	\$30.0M	

Source: IRS, Philanthropy.com



## Virginia Beach, VA

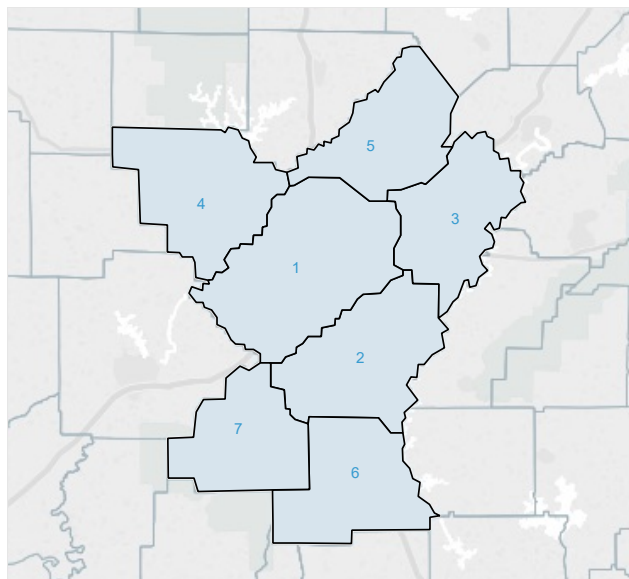
Market by County and Source		Corporate	Foundation	Individual	Total
1	Virginia Beach (Inde.. VA	\$14.9M	\$7.6M	\$374.7M	\$397.2M
2	Norfolk (Independent.. VA	\$18.0M	\$47.6M	\$137.1M	\$202.7M
3	Chesapeake (Indepe.. VA	\$7.2M	\$1.1M	\$185.4M	\$193.7M
4	Newport News (Inde.. VA	\$8.3M	\$2.8M	\$97.4M	\$108.5M
5	James City VA	\$3.1M	\$5.9M	\$84.8M	\$93.8M
6	Hampton (Independen.. VA	\$3.0M	\$0.3M	\$85.3M	\$88.6M
7	Suffolk (Independent.. VA	\$1.5M	\$6.0M	\$78.0M	\$85.5M
8	York VA	\$0.5M	\$0.1M	\$60.7M	\$61.2M
9	Portsmouth (Indepen.. VA	\$1.0M	\$2.9M	\$56.7M	\$60.6M
10	Isle of Wight VA	\$2.6M	\$2.3M	\$31.3M	\$36.2M
11	Gloucester VA	\$0.1M	\$0.5M	\$21.7M	\$22.3M
12	Williamsburg VA	\$1.9M	\$3.8M	\$10.6M	\$16.3M
13	Poquoson VA	\$0.0M	\$0.0M	\$11.5M	\$11.5M
14	Currituck NC	\$0.1M	\$0.0M	\$10.5M	\$10.6M
15	Mathews VA	\$0.0M	\$0.7M	\$6.6M	\$7.3M
16	Gates NC	\$0.0M	\$0.0M	\$5.2M	\$5.3M
Grand Total		\$62.3M	\$81.5M	\$1,257.5M	\$1,401.3M

# Birmingham, AL

#43 in the United States

\$1,380M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$1,224M	
Corporate	\$85M	
Foundation	\$71M	

## TOP COUNTIES

1	Jefferson	\$942M	
2	Shelby	\$281M	
3	St. Clair	\$55M	
4	Walker	\$45M	
5	Blount	\$26M	
6	Chilton	\$21M	
7	Bibb	\$10M	

## Corporate: Top 10 Companies by Sales

Regions Financial Corp	\$5.7B	
Vulcan Materials Co	\$3.4B	
HealthSouth Corporation	\$3.1B	
Drummond Company Inc	\$2.9B	
Mcwane Inc	\$2.7B	
Brookwood Baptist Health	\$2.2B	
Southern Co Services	\$1.9B	
Dr Pepper Bottling Co	\$1.7B	
Protective Life Insurance Co	\$1.6B	
Infinity Property & Casualty	\$1.5B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Comm Fdn Greater Birmingham	\$12.7M	
Daniel Foundation of Alabama	\$6.6M	
Mike & Gillian Goodrich Fdn	\$3.1M	
Robert R. Meyer Foundation	\$1.4M	
The Kimerling Foundation	\$1.3M	
Int'l Retinal Research Fdn	\$1.3M	
BBVA Compass Charity	\$0.9M	
Brooke Family Foundation	\$0.8M	
Pete M. Hanna Charitable Fdn	\$0.8M	
Turner Medical Trust	\$0.7M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

35242	Birmingham	AL	\$110.5M	
35223	Birmingham	AL	\$76.3M	
35213	Birmingham	AL	\$54.7M	
35226	Birmingham	AL	\$49.0M	
35244	Birmingham	AL	\$47.5M	
35243	Birmingham	AL	\$46.9M	
35216	Birmingham	AL	\$43.8M	
35173	Trussville	AL	\$33.4M	
35209	Birmingham	AL	\$31.6M	
35215	Birmingham	AL	\$23.6M	

Source: IRS, Philanthropy.com

## Birmingham, AL

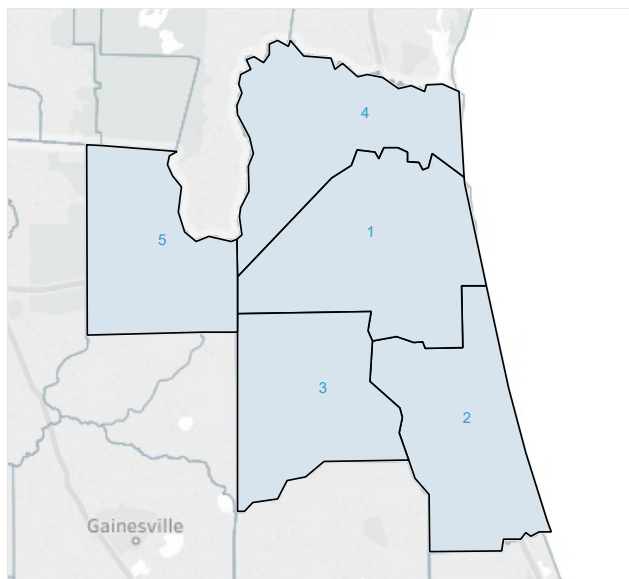
Market by County and Source			Corporate	Foundation	Individual	Total
1	Jefferson	AL	\$75.3M	\$66.4M	\$800.1M	\$941.8M
2	Shelby	AL	\$6.2M	\$4.6M	\$270.4M	\$281.2M
3	St. Clair	AL	\$1.2M	\$0.0M	\$53.9M	\$55.2M
4	Walker	AL	\$0.8M	\$0.1M	\$44.5M	\$45.5M
5	Blount	AL	\$0.7M	\$0.1M	\$25.1M	\$25.9M
6	Chilton	AL	\$0.2M	\$0.0M	\$20.9M	\$21.1M
7	Bibb	AL	\$0.4M	\$0.0M	\$9.3M	\$9.7M
Grand Total			\$84.8M	\$71.2M	\$1,224.3M	\$1,380.4M

# Jacksonville, FL

#44 in the United States

\$1,373M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$1,172M	
Foundation	\$130M	
Corporate	\$70M	

## TOP COUNTIES

1	Duval	\$880M	
2	St. Johns	\$280M	
3	Clay	\$105M	
4	Nassau	\$97M	
5	Baker	\$9M	

## Corporate: Top 10 Companies by Sales

Fidelity National Financial	\$36.1B	
Fidelity National Info Serv.	\$6.6B	
CSX Corp	\$5.7B	
Paul Davis Restoration Inc	\$4.8B	
Adecco Group NA	\$3.5B	
Landstar System Inc	\$3.3B	
PSS World Medical Inc	\$2.7B	
Interline Brands Inc	\$2.6B	
Acosta Sales and Marketing	\$2.0B	
Stein Mart Inc	\$1.4B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Jessie Ball duPont Fund	\$11.6M	
Arthur Vining Davis Fdn	\$7.4M	
Gooding Charitable Trust	\$4.1M	
Sontag Foundation Inc.	\$1.5M	
Edelman Family Foundation	\$1.4M	
Kirbo Charitable Foundation	\$1.3M	
VA Museum of Fine Arts Trust	\$1.3M	
100 Times Foundation	\$1.1M	
Carmichael Family Foundation	\$1.1M	
Prentice Family Foundation	\$0.8M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

32082	Ponte Vedra B., FL	\$99.3M	
32034	Fernandina Be., FL	\$56.6M	
32256	Jacksonville FL	\$36.2M	
32210	Jacksonville FL	\$35.9M	
32207	Jacksonville FL	\$35.5M	
32259	Saint Johns FL	\$35.0M	
32225	Jacksonville FL	\$34.1M	
32218	Jacksonville FL	\$30.3M	
32224	Jacksonville FL	\$26.4M	
32257	Jacksonville FL	\$24.2M	

Source: IRS, Philanthropy.com

## Jacksonville, FL

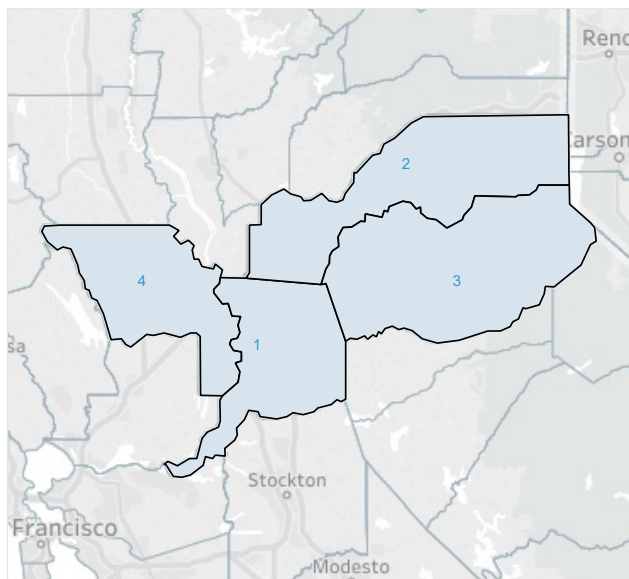
Market by County and Source			Corporate	Foundation	Individual	Total
1	Duval	FL	\$63.9M	\$109.5M	\$707.0M	\$880.3M
2	St. Johns	FL	\$4.1M	\$14.8M	\$261.5M	\$280.4M
3	Clay	FL	\$1.1M	\$0.6M	\$103.4M	\$105.2M
4	Nassau	FL	\$0.2M	\$5.4M	\$91.4M	\$97.1M
5	Baker	FL	\$0.3M	\$0.0M	\$9.1M	\$9.5M
Grand Total			\$69.8M	\$130.3M	\$1,172.4M	\$1,372.5M

# Sacramento, CA

#45 in the United States

\$1,372M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$1,283M	
Corporate	\$65M	
Foundation	\$24M	

## TOP COUNTIES

1	Sacramento	\$793M	
2	Placer	\$323M	
3	El Dorado	\$134M	
4	Yolo	\$123M	

## Corporate: Top 10 Companies by Sales

Slakey Brothers	\$9.7B	
Adventist Health	\$7.1B	
Sutter Health	\$6.3B	
Pacific Coast Building	\$2.5B	
Raleys Family Of Fine Stores	\$2.2B	
CA Pub Empl Retirement Sys	\$1.3B	
Pacific Ethanol Inc	\$1.2B	
Aerojet Rocketdyne Holdings	\$1.1B	
McClatchy Co	\$1.1B	
Pride Industries	\$0.8B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Jim & Joyce Teel Family Fdn	\$4.0M	
Sierra Health Foundation	\$2.2M	
Steven L. Merrill Family Fdn	\$0.7M	
Matthew Kelly Family Fdn	\$0.4M	
Harry & Deborah Elliott Family F..	\$0.4M	
Kelly Foundation	\$0.3M	
Glide Foundation	\$0.3M	
Mourier Family Foundation	\$0.3M	
Marvin Oates Charitable Fdn	\$0.2M	
Morton & Marcine Friedman Fdn	\$0.2M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

95630	Folsom	CA	\$45.5M	
95762	El Dorado Hills	CA	\$42.8M	
95747	Roseville	CA	\$39.4M	
95608	Carmichael	CA	\$37.0M	
95746	Granite Bay	CA	\$35.0M	
95648	Lincoln	CA	\$32.2M	
95624	Elk Grove	CA	\$31.0M	
95758	Elk Grove	CA	\$29.0M	
95864	Sacramento	CA	\$28.2M	
95628	Fair Oaks	CA	\$28.1M	

Source: IRS, Philanthropy.com

## Sacramento, CA

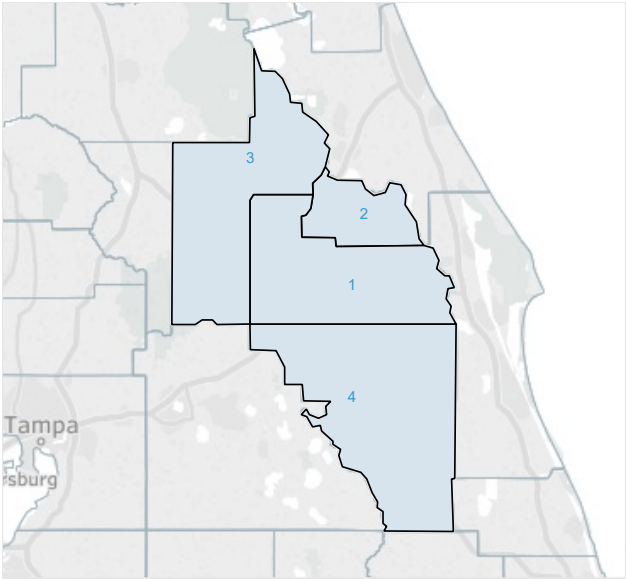
Market by County and Source			Corporate	Foundation	Individual	Total
1	Sacramento	CA	\$43.5M	\$16.1M	\$733.0M	\$792.7M
2	Placer	CA	\$11.4M	\$4.6M	\$306.7M	\$322.7M
3	El Dorado	CA	\$2.6M	\$0.3M	\$131.0M	\$133.9M
4	Yolo	CA	\$7.2M	\$2.9M	\$112.5M	\$122.6M
Grand Total			\$64.7M	\$23.9M	\$1,283.3M	\$1,371.9M

# Orlando, FL

#46 in the United States

\$1,328M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$1,154M	
Foundation	\$93M	
Corporate	\$81M	

## TOP COUNTIES

1	Orange	\$813M	
2	Seminole	\$282M	
3	Lake	\$138M	
4	Osceola	\$94M	

## Corporate: Top 10 Companies by Sales

ABC Fine Wine & Spirits	\$11.3B	
Darden Restaurants Inc	\$6.9B	
Tupperware Brands	\$2.3B	
American Automobile Assoc	\$1.6B	
SeaWorld Entertainment Inc	\$1.4B	
Sonny's Franchise Co	\$1.3B	
ZeroChaos Inc	\$1.2B	
Rotech Healthcare Inc	\$0.9B	
Central Florida Investments	\$0.9B	
Allied Specialty Vehicles	\$0.8B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Cambell Trust Theo Seminary	\$3.7M	
W. I. H. Pitts Memorial Fund	\$3.5M	
Laura Campbell Trust	\$2.7M	
Chatlos Foundation Inc.	\$2.6M	
Edyth Bush Charitable Fdn	\$2.0M	
Winter Park Health Fdn	\$1.9M	
Pitts Charitable Trust	\$1.7M	
Williams Family Foundation	\$1.2M	
Harris Rosen Foundation	\$1.0M	
CNL Charitable Foundation	\$1.0M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

34786	Windermere	FL	\$63.5M	
32789	Winter Park	FL	\$46.2M	
32779	Longwood	FL	\$40.8M	
32765	Oviedo	FL	\$31.4M	
32746	Lake Mary	FL	\$27.4M	
32828	Orlando	FL	\$24.4M	
34711	Clermont	FL	\$24.0M	
32712	Apopka	FL	\$23.5M	
32708	Winter Springs	FL	\$22.7M	
34787	Winter Garden	FL	\$22.5M	

Source: IRS, Philanthropy.com



## Orlando, FL

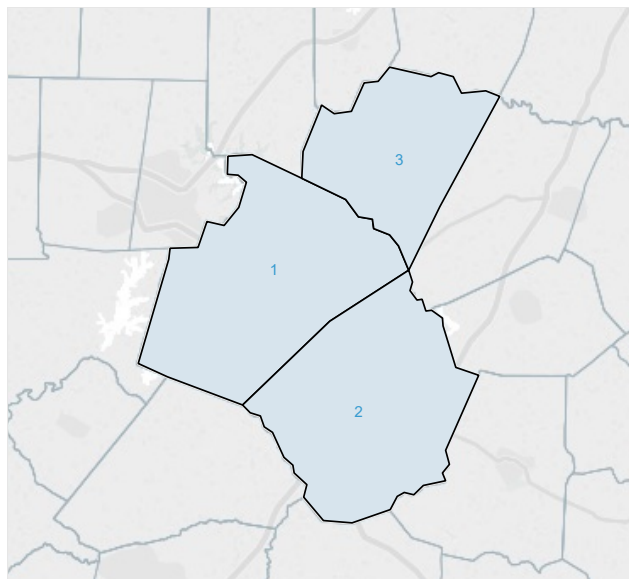
Market by County and Source			Corporate	Foundation	Individual	Total
1	Orange	FL	\$60.9M	\$84.4M	\$668.1M	\$813.4M
2	Seminole	FL	\$13.5M	\$3.3M	\$265.5M	\$282.3M
3	Lake	FL	\$3.6M	\$3.9M	\$130.8M	\$138.3M
4	Osceola	FL	\$3.3M	\$1.0M	\$89.3M	\$93.6M
Grand Total			\$81.3M	\$92.6M	\$1,153.6M	\$1,327.5M

# Raleigh, NC

#47 in the United States

\$1,318M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$1,207M	
Foundation	\$57M	
Corporate	\$54M	

## TOP COUNTIES

1	Wake	\$1,182M	
2	Johnston	\$103M	
3	Franklin	\$34M	

## Corporate: Top 10 Companies by Sales

ABB Inc	\$121.5B	
Investors Management Corp	\$3.9B	
Martin Marietta Materials	\$3.5B	
Novozymes North America Inc	\$2.9B	
SAS Institute	\$2.6B	
RBC Bancorporation	\$2.1B	
Red Hat Inc	\$2.1B	
Alliance One International	\$1.9B	
PRA Health Sciences Inc	\$1.6B	
First Citizens BancShares	\$1.4B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

John William Pope Foundation	\$8.3M	
Anonymous Trust	\$5.9M	
Stewards Fund	\$2.7M	
State empl. Credit Union Fdn	\$2.6M	
John Rex Endowment	\$1.6M	
Gipson Family Foundation	\$1.1M	
Robert P. Holding Foundation	\$0.8M	
Palin Foundation	\$0.8M	
Temple Sloan Jr. Foundation	\$0.7M	
Yeargan Fdn Charitable Trust	\$0.7M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

27615	Raleigh	NC	\$53.7M	
27587	Wake Forest	NC	\$48.2M	
27614	Raleigh	NC	\$41.8M	
27612	Raleigh	NC	\$41.0M	
27609	Raleigh	NC	\$40.7M	
27513	Cary	NC	\$35.3M	
27518	Cary	NC	\$33.5M	
27608	Raleigh	NC	\$29.8M	
27610	Raleigh	NC	\$26.9M	
27529	Garner	NC	\$26.0M	

Source: IRS, Philanthropy.com

# Raleigh, NC

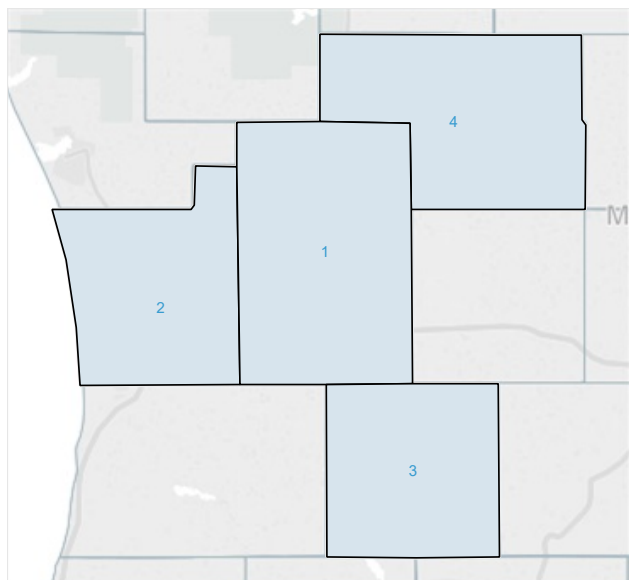
Market by County and Source			Corporate	Foundation	Individual	Total
1	Wake	NC	\$45.7M	\$55.4M	\$1,080.7M	\$1,181.8M
2	Johnston	NC	\$3.1M	\$1.7M	\$98.0M	\$102.8M
3	Franklin	NC	\$5.2M	\$0.0M	\$28.6M	\$33.8M
Grand Total			\$53.9M	\$57.1M	\$1,207.3M	\$1,318.3M

# Grand Rapids, MI

#48 in the United States

\$1,275M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$993M	<div></div>
Foundation	\$219M	<div></div>
Corporate	\$62M	<div></div>

## TOP COUNTIES

1	Kent	\$894M	<div></div>
2	Ottawa	\$326M	<div></div>
3	Barry	\$38M	<div></div>
4	Montcalm	\$18M	<div></div>

## Corporate: Top 10 Companies by Sales

Meijer Inc	\$13.0B	<div></div>
Gordon Food Service Inc	\$10.7B	<div></div>
SpartanNash Co	\$3.6B	<div></div>
Spectrum Health	\$3.2B	<div></div>
Universal Forest Products	\$2.9B	<div></div>
Alticor Inc	\$2.5B	<div></div>
Herman Miller Inc	\$2.3B	<div></div>
Steelcase Inc	\$1.8B	<div></div>
Gentex Corp	\$1.5B	<div></div>
Haworth Inc	\$1.2B	<div></div>

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Van Andel Fund Inc.	\$100.0M	<div></div>
Meijer Gardens Foundation	\$24.0M	<div></div>
Douglas & Maria DeVos Fdn	\$16.2M	<div></div>
Grand Rapids Comm Foundation	\$8.5M	<div></div>
Frey Foundation	\$4.9M	<div></div>
Van Andel Foundation	\$3.1M	<div></div>
David & Carol Myers Fdn	\$2.1M	<div></div>
Peter & Emajeon Cook Fdn	\$1.9M	<div></div>
Steve Van Andel Foundation	\$1.7M	<div></div>
Kate and Richard Wolters Fdn	\$1.5M	<div></div>

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

49503	Grand Rapids	MI	\$120.6M	<div></div>
49546	Grand Rapids	MI	\$54.6M	<div></div>
49506	Grand Rapids	MI	\$46.3M	<div></div>
49301	Ada	MI	\$39.6M	<div></div>
49418	Grandville	MI	\$28.5M	<div></div>
49341	Rockford	MI	\$28.3M	<div></div>
49525	Grand Rapids	MI	\$27.1M	<div></div>
49508	Grand Rapids	MI	\$20.2M	<div></div>
49504	Grand Rapids	MI	\$13.9M	<div></div>
49505	Grand Rapids	MI	\$12.9M	<div></div>

Source: IRS, Philanthropy.com

## Grand Rapids, MI

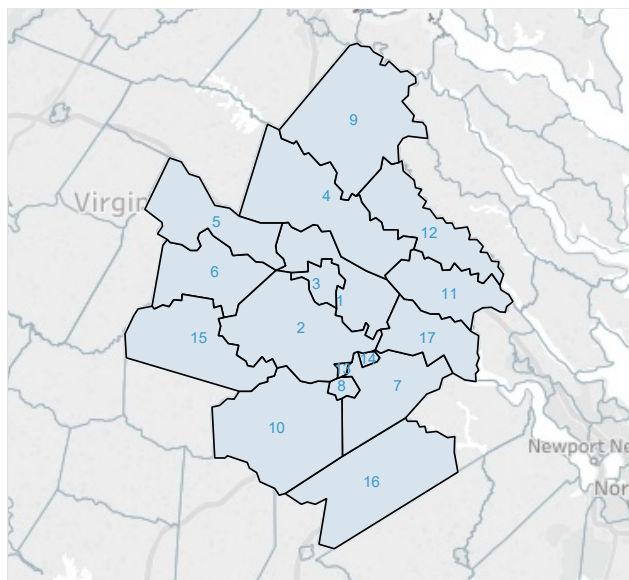
Market by County and Source			Corporate	Foundation	Individual	Total
1	Kent	MI	\$46.4M	\$190.9M	\$656.3M	\$893.5M
2	Ottawa	MI	\$14.1M	\$26.6M	\$284.8M	\$325.5M
3	Barry	MI	\$1.0M	\$1.9M	\$34.8M	\$37.7M
4	Montcalm	MI	\$0.5M	\$0.0M	\$17.7M	\$18.2M
Grand Total			\$62.1M	\$219.4M	\$993.5M	\$1,275.0M

# Richmond, VA

#49 in the United States

\$1,230M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$1,058M	
Foundation	\$99M	
Corporate	\$74M	

## TOP COUNTIES

1	Henrico	\$353M	
2	Chesterfield	\$291M	
3	Richmond (Independ..	\$258M	
4	Hanover	\$105M	
5	Goochland	\$57M	
6	Powhatan	\$25M	
7	Prince George	\$24M	
8	Petersburg	\$22M	
9	Caroline	\$16M	
10	Dinwiddie	\$15M	

## OTHER COUNTIES

11	New Kent	\$15M
12	King William	\$13M
13	Colonial Heights	\$10M
14	Hopewell	\$8M
15	Amelia	\$8M
16	Sussex	\$6M
17	Charles City	\$4M

## Corporate: Top 10 Companies by Sales

Altria Group Inc	\$25.4B	
US Defense Commissary Agen..	\$16.6B	
Dominion Resources Inc	\$11.7B	
Owens and Minor Inc	\$9.8B	
WestRock Co	\$8.9B	
CarMax Inc	\$8.9B	
Brink's Co	\$8.4B	
Market Corp	\$5.4B	
Interbake Foods Inc	\$3.6B	
Hamilton Beach Brands Inc	\$2.3B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Cameron Foundation	\$3.5M	
Herndon Foundation	\$3.3M	
Watkins Family Charitable Fdn	\$1.0M	
Elis Olsson Memorial Fdn	\$0.5M	
Virginia Blood Foundation	\$0.2M	
Colonial Agricultural Ed Fdn	\$0.1M	
Lind Lawrence Foundation	\$0.1M	
Metropolitan Health Fdn	\$0.1M	
Hopkins Family Foundation	\$0.1M	
Adele & Harold Westbrook Fdn	\$0.1M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

23185	Williamsburg	VA	\$46.4M	
23226	Richmond	VA	\$45.6M	
23229	Henrico	VA	\$41.3M	
23113	Midlothian	VA	\$39.6M	
23233	Henrico	VA	\$33.2M	
23112	Midlothian	VA	\$33.0M	
23238	Henrico	VA	\$32.2M	
23059	Glen Allen	VA	\$31.2M	
23060	Glen Allen	VA	\$24.9M	
23111	Mechanicsville	VA	\$24.8M	

Source: IRS, Philanthropy.com

## Richmond, VA

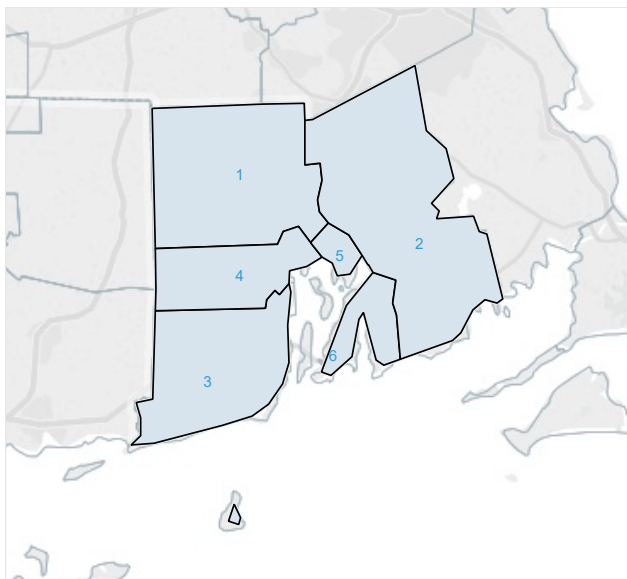
Market by County and Source			Corporate	Foundation	Individual	Total
1	Henrico	VA	\$29.5M	\$25.5M	\$297.8M	\$352.8M
2	Chesterfield	VA	\$6.0M	\$0.5M	\$284.9M	\$291.3M
3	Richmond (Indepe..	VA	\$23.5M	\$51.1M	\$183.6M	\$258.1M
4	Hanover	VA	\$5.3M	\$7.0M	\$92.4M	\$104.7M
5	Goochland	VA	\$2.9M	\$6.7M	\$47.3M	\$56.9M
6	Powhatan	VA	\$0.1M	\$0.0M	\$25.1M	\$25.2M
7	Prince George	VA	\$2.9M	\$0.0M	\$21.0M	\$23.9M
8	Petersburg	VA	\$0.8M	\$6.2M	\$15.2M	\$22.2M
9	Caroline	VA	\$0.1M	\$0.0M	\$15.4M	\$15.5M
10	Dinwiddie	VA	\$0.3M	\$0.9M	\$14.2M	\$15.5M
11	New Kent	VA	\$0.0M	\$0.0M	\$15.1M	\$15.2M
12	King William	VA	\$0.7M	\$1.0M	\$11.1M	\$12.7M
13	Colonial Heights	VA	\$0.7M	\$0.0M	\$9.8M	\$10.5M
14	Hopewell	VA	\$0.3M	\$0.0M	\$7.8M	\$8.2M
15	Amelia	VA	\$0.1M	\$0.0M	\$7.8M	\$7.9M
16	Sussex	VA	\$0.6M	\$0.0M	\$5.1M	\$5.8M
17	Charles City	VA	\$0.0M	\$0.0M	\$4.0M	\$4.0M
Grand Total			\$73.8M	\$98.9M	\$1,057.8M	\$1,230.5M

# Providence, RI

#50 in the United States

\$1,104M in Philanthropy

## MARKET BY COUNTY



## PHILANTHROPY BY SOURCE

Individual	\$754M	
Foundation	\$259M	
Corporate	\$90M	

## TOP COUNTIES

1	Providence	RI	\$529M	
2	Bristol	MA	\$220M	
3	Washington	RI	\$113M	
4	Kent	RI	\$95M	
5	Bristol	RI	\$85M	
6	Newport	RI	\$62M	

## Corporate: Top 10 Companies by Sales

CVS Health Corporation	\$153.3B	
Covidien PLC	\$31.4B	
Citizens Financial Group Inc	\$15.7B	
Textron Inc	\$14.9B	
United Natural Foods Inc	\$8.5B	
Hasbro Inc	\$4.4B	
Lifespan	\$4.3B	
Care New England	\$2.4B	
Warren Equities Inc	\$2.2B	
GTECH Corp	\$2.1B	

Source: AtoZ Database

## Foundation: Top 10 Foundations by Philanthropy

Rhode Island Foundation	\$27.5M	
Champlin Foundations	\$18.9M	
Falk Medical Research Trust	\$6.2M	
Hassenfeld Foundation	\$4.7M	
Warren Alpert Foundation	\$4.1M	
Jonathan Nelson Family Fdn	\$3.2M	
TriMix Foundation	\$3.0M	
1772 Foundation Inc.	\$2.6M	
T. J. Mee Charitable Trust	\$2.2M	
Martha Dana Mercer Trust	\$2.0M	

Source: Foundation Center

## Individual: Top 10 Zip Codes by Philanthropy

02806	Barrington	RI	\$52.2M	
02906	Providence	RI	\$31.3M	
02818	East Greenwich	RI	\$19.7M	
02879	Wakefield	RI	\$14.9M	
02864	Cumberland	RI	\$14.9M	
02852	North Kingsto..	RI	\$14.0M	
02920	Cranston	RI	\$13.7M	
02886	Warwick	RI	\$12.0M	
02816	Coventry	RI	\$11.2M	
02840	Newport	RI	\$10.2M	

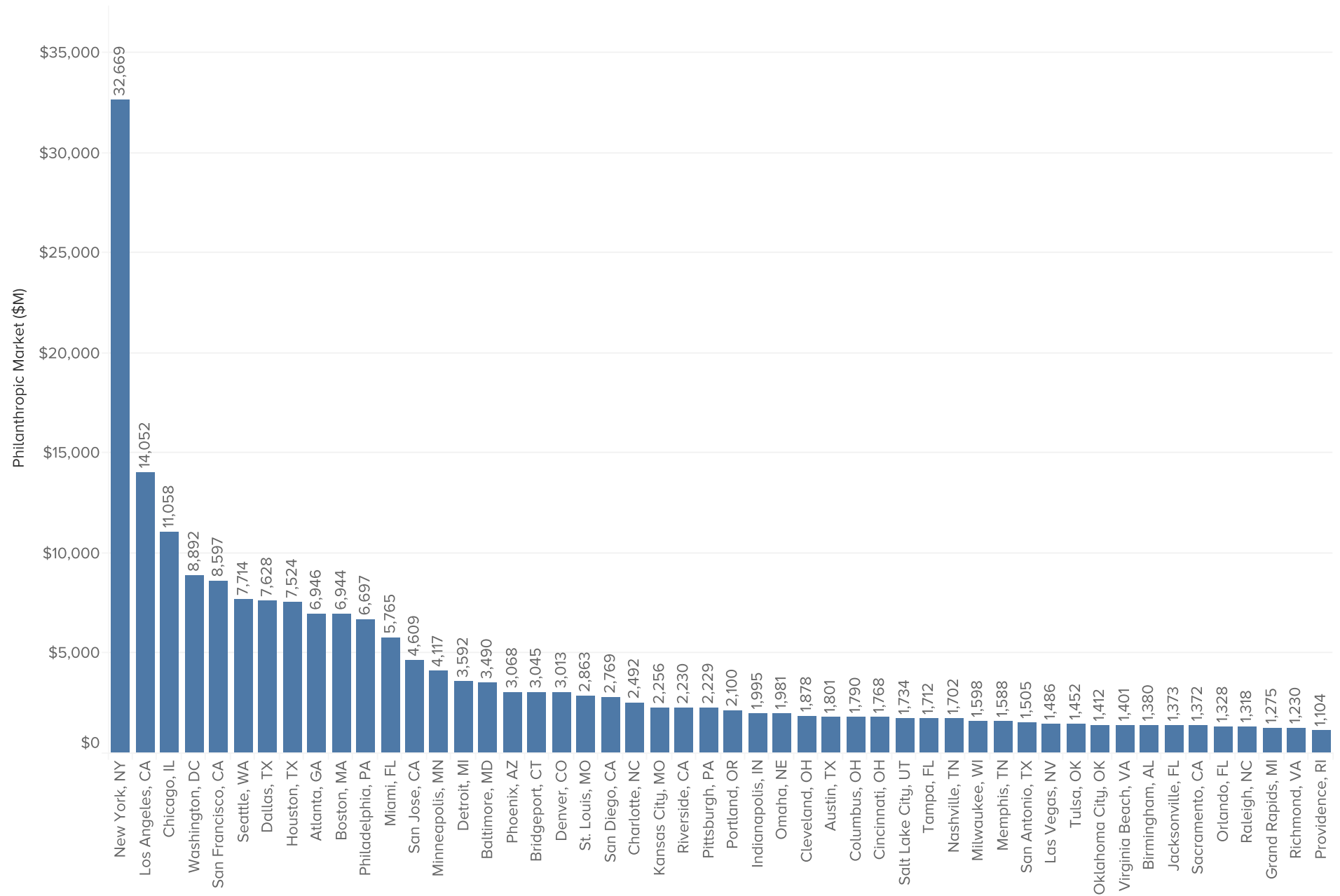
Source: IRS, Philanthropy.com



## Providence, RI

Market by County and Source			Corporate	Foundation	Individual	Total
1	Providence	RI	\$49.1M	\$230.0M	\$250.2M	\$529.3M
2	Bristol	MA	\$27.7M	\$8.9M	\$183.4M	\$220.0M
3	Washington	RI	\$5.8M	\$7.3M	\$100.2M	\$113.2M
4	Kent	RI	\$5.4M	\$2.4M	\$87.0M	\$94.8M
5	Bristol	RI	\$0.8M	\$1.6M	\$82.7M	\$85.1M
6	Newport	RI	\$1.7M	\$8.9M	\$51.0M	\$61.5M
Grand Total			\$90.5M	\$259.1M	\$754.4M	\$1,104.0M

# Primary Data Sources for The Map Of Opportunity



#### **AtoZdatabases**

[www.atozdatabases.com](http://www.atozdatabases.com)

AtoZdatabases is a marketing and reference database. We use AtoZdatabases to tell us how many companies, of what size, are located in each county.

#### **Bureau of Economic Analysis (BEA)**

[www.bea.gov](http://www.bea.gov)

The Bureau of Economic Analysis is a U.S. government agency that provides official macroeconomic and industry statistics. We use BEA's estimates of Gross Domestic Product by metropolitan statistical area.

#### **Chronicle of Philanthropy**

[www.philanthropy.com](http://www.philanthropy.com)

News organization serving nonprofit leaders, fundraisers, grant makers. We read all kinds of informative articles on philanthropy and fun data sets including the Philanthropy 400, How America Gives, Big Charitable Gifts, and Corporate Giving.

#### **Committee Encouraging Corporate Philanthropy (CECP)**

[cecp.co](http://cecp.co)

CECP is a CEO led coalition that believes that a company's social strategy — how it engages with key stakeholders including employees, communities, investors, and customers — determines company success.

#### **Council for Aid to Education (CAE)**

[cae.org](http://cae.org)

CAE helps education institutions measure and improve learning outcomes by offering innovative assessments and developing custom tests and maintains the nation's database on philanthropic giving to colleges and universities. We use CAE's Voluntary Support of Education survey to inform our estimates of education specific philanthropy.

#### **Foundation Maps**

[maps.foundationcenter.org](http://maps.foundationcenter.org)

Foundation Maps is a data visualization tool to see who is funding what and where around the world. We use foundation maps to tell us how much foundation money originates from within each county.

#### **Giving USA: The Annual Report on Philanthropy for the Year 2015 (2016). Chicago, IL: Giving USA Foundation™**

[www.givingusa.org](http://www.givingusa.org)

The Giving USA report contains information on the sources and uses of charitable giving in the United States. We use Giving USA as a general guide to philanthropy, analysis, and as a cross check on our numbers in total, by source, and by domain.

#### **Guidestar**

[www.guidestar.org](http://www.guidestar.org)

GuideStar is the world's largest source of information on nonprofit organizations. We use guidestar to see what nonprofits are located in which markets, in particular as we build peer groups to determine potential.

#### **Internal Revenue Service (IRS)**

[www.irs.gov](http://www.irs.gov)

Well, we all know the IRS! We use the IRS individual tax data, specifically itemized contributions by county to estimate individual philanthropy.

#### **National Center for Charitable Statistics (NCCS)**

[nccs.urban.org](http://nccs.urban.org)

NCCS is the national repository of data on the nonprofit sector in the US. We use NCCS data to cross-check and inform our analyses in lots of different ways, in particular to inform estimates of Foundation philanthropy.

#### **Office of Management and Budget (OMB)**

[www.whitehouse.gov/omb](http://www.whitehouse.gov/omb)

The OMB oversees the performance of federal agencies and administers the federal budget. We use the OMB's definitions of Metropolitan Statistical Areas (MSAs).

#### **Urban Institute**

[www.urban.org](http://www.urban.org)

The Urban Institute is a think tank that carries out economic and social policy research to open minds, shape decisions, and offer solutions. We use the report "The Nonprofit Sector in Brief 2015: Public Charities, Giving, and Volunteering. Brice McKeever October 29, 2015" to understand the size and composition of the Nonprofit Sector.

# Overview Of Methodology

**THE MAP OF OPPORTUNITY IS A DATA-DRIVEN APPROACH TO HELPING NONPROFITS LEARN FROM EACH OTHER.** We aggregate philanthropic market and fundraising data across sources and nonprofits to enable you to make better decisions, faster. Estimates of philanthropic market size in the Market Overviews rely primarily upon publicly available data collated, synthesized, and analyzed by The Room40 Group. We estimate each market size using multiple methods to improve the accuracy and validity of the results. Below is an overview of each method.

#### Method 1: Estimates by source, by county

Estimates by source, by county form the basis of the Market Overview data. For each source, we pulled county level data to estimate Individual, Foundation, and Corporate philanthropy.

The primary source for **Individual** philanthropy is Internal Revenue Service (IRS) Statistics of Income Tax Stats - County Data, which includes itemized contributions by county. Non-itemized contributions are estimated based on the ratio of itemized contributions to total contributions. The primary sources of **Foundation** philanthropy are Foundation Center data by location of funder, totaled by county and adjusted for philanthropy not included in the database; and National Center for Charitable Statistics foundation giving by county adjusted for

corporate foundations and double counting of trusts and foundations. The primary source of **Corporate** philanthropy are AtoZdatabases for the corporate headquarters or single site locations by county, by revenue; and estimates of average philanthropy per year per company by revenue size.

#### Method 2: Total market size by Gross Domestic Product

Estimates based on the relationship between Gross Domestic Product (GDP) and philanthropy are used to cross check Method 1. Philanthropy as a share of GDP is a stable relationship over the past four decades<sup>13</sup>. The Room40 Group estimated philanthropy by Market by multiplying Bureau of Economic Analysis Metropolitan Statistical Area GDP estimates by two percent.

#### Method 3: Comparison to other sources

Estimates by other parties, in total, by source, by domain, and by market are used to cross check Method 1 and 2. Any and every attempt to cross-check, correlate, and triangulate data was taken. These efforts include: comparing Method 1 and 2 estimates for 381 Markets to Giving USA total<sup>14</sup>, and by source totals; source specific reports such as Giving in Numbers<sup>15</sup> CECP report on corporate philanthropy; domain sources such as Council for Aid to Education; and market specific reports such as “Giving in Chicago”<sup>16</sup> and “Giving Kansas City”<sup>17</sup>.

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13 Perry, S. (2013, June 17). The Stubborn 2% Giving Rate. Chronicle of Philanthropy, Retrieved from <https://www.philanthropy.com/article/The-Stubborn-2-Giving-Rate/154691>.

14 Giving USA: The Annual Report on Philanthropy for the Year 2015 (2016). Chicago, IL: Giving USA Foundation™.

15 CECP, in association with The Conference Board. Giving in Numbers: 2014 Edition

16 Giving in Chicago (2015). Indianapolis, IN: The Indiana University Lilly Family School of Philanthropy.

17 Giving in Kansas City (2009). Indianapolis, IN: The Center on Philanthropy at Indiana University.

# Glossary

**Box**

In a Box and Whisker Plot, the ends of the box are the upper and lower quartiles. The line in the middle is the median. See Insight to Action Guide 2.

**Box and Whisker Plot**

A graphic way to display the median, quartiles, and extremes of a data set on a number line to show the distribution of the data. See Insight to Action Guide 2.

**Capacity**

Number of development full time equivalents (FTE) dedicated to fundraising in each market. In The Map example, this includes staff who are members of the development team or their job description includes soliciting philanthropy from donors. Note, this is an imperfect, but comparable and generally available figure. If you have more sophisticated measures for this, use them and share with us! See Insight to Action Guide 3.

**Competence**

Measure of the effectiveness of development strategy, talent, and infrastructure. In The Map example, this is (very) roughly approximated using the following ratio: philanthropy raised divided by development full time equivalents (FTE). Note, this is an imperfect, but comparable and generally available figure. If you have more sophisticated measures for this, use them and share with us! See Insight to Action Guide 3.

**County**

A political and administrative division of a state, providing certain local governmental services. A subdivision of a Metropolitan Statistical Areas. See Red Sox Nation! A Sample Market.

**Decision Roles**

A framework used in The Map to structure decision making when setting revenue targets. See Insight to Action Guide 3.

**Everywhere Else**

Cheeky name for non-Metropolitan Statistical Areas including micropolitan statistical areas (micro area that contains an urban core of at least 10,000 but less than 50,000 population) and rural counties outside of Metropolitan and Micropolitan Statistical Areas.

**Full Time Equivalent (FTE)**

An FTE is equal to the hours worked by one employee on a full-time basis over the course of the year, typically 2,080 hours or 8 hours per day x 5 days per week x 52 weeks per year. FTEs are used to express total capacity regardless of the number of people. For example, 1.0 FTE may represent one full-time worker, two half-time workers or some other combination. See Insight to Action Guide 3.

**The Map of Opportunity (The Map)**

This report. Pay attention, sheesh. Also, Figure 4.

**Market Assessment**

A framework used in The Map to assess the philanthropic potential, or how much we can raise, of a market. See Insight to Action Guide 2.

**Market Distribution**

Data set comprised of philanthropic revenue by peer organization within a market. See Insight to Action Guide 2.

**Market Overview**

Framework that organizes a common set of information on each of the top 50 philanthropic markets. See Red Sox Nation! A Sample Market.

**Median**

The middle number in a sorted list of numbers—thus half of data points are less than this figure and half are more. Also, referred to as the 50th percentile. See Insight to Action Guide 2.

**Metropolitan Statistical Area**

A metropolitan statistical area (MSA) is a geographic entity delineated by the Office of Management and Budget (OMB) for use by Federal statistical agencies in collecting, tabulating, and publishing Federal statistics. There are 381 metropolitan statistical areas in the U.S. See Red Sox Nation! A Sample Market.



**Peer Group**

Set of similar organizations against which to compare performance. The Map uses peer groups to assess potential in each market and to help understand relative performance. See Insight to Action Guide 2.

**Philanthropic Market**

A geographic area, synonymous with Metropolitan Statistical Areas, used as the unit of analysis in the Map of Opportunity.

**Philanthropic Potential**

Estimate of how much philanthropy an organization can raise over time in a market. The example in The Map defines philanthropic potential as the median philanthropic revenue (a different organization might choose to pick a different benchmark depending on historic performance and/or aspirations). See Insight to Action Guide 2. Potential is also used as one of the four Revenue Factors. See Insight to Action Guide 3.

**Philanthropy**

A type of nonprofit revenue consisting of charitable contributions to a nonprofit organization from one of three sources: Individual, Foundation, Corporate.

**Pipeline**

List of donor prospects, stage of cultivation, specific amount, and probability of securing the funds and the amount of philanthropy we expect this list to yield. Typically managed, tracked, and reported using a Customer Relationship Management system such as Salesforce or Raiser's Edge. See Insight to Action Guide 3.

**Quartile**

Each of four equal groups into which a distribution can be divided. The upper quartile is the 75th percentile, indicating three-quarters of data points are less than this figure and one-quarter are above. The lower quartile is the 25th percentile, indicating one-quarter of data points are less than this figure and three-quarters are above. Also, see median, or the 50th percentile. See Insight to Action Guide 3.

**Red Sox Nation**

Cheeky name for the Boston Market, AKA The Greatest City on Earth, made up of fans of the Greatest Baseball Team on Earth, land of wicked awesome beans, chowdah, lobstah, and steamahs.

**Revenue**

The amount of money that a nonprofit receives from fees for services and goods, philanthropy, government grants, and investment and other income.

**Revenue Factors**

A framework to help set consistent revenue targets despite differences in market, potential, pipeline, capacity, and competence. See Insight to Action Guide 3.

**Source**

From where philanthropy originates: Individual, Foundation, or Corporate.

**Unit of Analysis**

The who or what being studied; "Philanthropic Market" in The Map of Opportunity.

**Whisker**

In a Box and Whisker Plot, the two lines outside the box that extend to the highest and lowest observations, excluding outliers. See Insight to Action Guide 2.

**Wicked Good Center for Folks Who Can't Plan Good and Wanna Get Better Data Too (WGC)**

Our favorite fictional nonprofit, inspired by Zoolander and the subject of our Insight to Action stories.

# Appropriate Usage

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