



Nonprofit  
Finance Fund™

Annual Report  
2008

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



## Where Money

## Meets Mission™ . . .

Mission-driven organizations are guardians of lives, endeavors, and dreams. They are run and funded by passionate advocates, dedicated providers and gifted experts, to

name just three of the key roles played by the millions employed in the sector... They also boast some of the savviest managers anywhere, drawing on the street-smart and the business-trained alike to navigate what economist Robert J. Flanagan calls the sector's "unpromising arithmetic." And they do so in one of the most challenging financial management environments anywhere, even in good times.

The level of the challenge has been raised. Since the beginning of 2008, as we saw the recession move from threat to reality, the woes of the broader economy have been visited on mission-focused organizations. According to our recent nationwide survey of over 1,100 nonprofits, more than 75% expect an increase in demand for their services during 2009. And at the same time, 44% expect a decrease in revenue from government, while 62% expect a decline in revenue from foundations.

In times like these, even the savviest managers in the sector are reaching out for financial support and thoughtful expert advice. For nearly 30 years, NFF has worked to make sure it's there when they need it—because we all need **them**.

*"We're in the social sector, and what we need to be focused on like a laser is the public we serve. The kid who will be abused if he doesn't get help. People who might be hungry. It's generations who will not learn, or see a play. It's all those things. Environments that will be preserved, beautiful buildings. All those fabulous and diverse missions that we dedicate ourselves to. That is the unifying voice for all of us in these times."*

Clara Miller, President and CEO of Nonprofit Finance Fund, quoted in *The New York Times* on January 29, 2009.

# Aligning Financial Resources to Assure Success

Nonprofits are committed to keeping their services available and affordable, especially in a recession. Therein lies our great challenge: aligning the financial resources to assure success even in the most trying times.

As one of the nation's leading community development financial institutions (CDFI), Nonprofit Finance Fund (NFF) makes millions of dollars in loans to nonprofits and pushes for fundamental improvement in how money is given and used in the sector. For nearly 30 years, we've worked to create a strong and well-capitalized sector that connects money to mission effectively so that nonprofits can keep doing what they do so well.

We tackle these challenges by providing a continuum of financing, consulting, and advocacy services to nonprofits and funders nationwide. Our services are designed to help great organizations stay in balance, so that they're able to adapt quickly to financial emergencies—in both good and bad economic times—and grow and innovate when they're ready. For funders, we provide support with structuring of philanthropic capital and program-related investments, manage capital for guided investment in programs, and provide advice and research to help maximize the impact of grants.

Through our seven offices in four regions—Northeast, Mid-Atlantic, Midwest, and West Coast—we speak out, write, and conduct research to help advocate for positive change. And as we've seen the recession hit home across the country, we continue to adapt and create financing and consulting products and services that address the most current needs of the communities we serve.

*“As Nonprofit Finance Fund nears its 30th anniversary, we have been challenged to adapt our lending and advisory services to the new economic reality that affects virtually all who are engaged in the sector. Over the last year, NFF has expanded its ability to connect to nonprofits through new online resources, including webinars and webchats, an expanded lending program, new financial management tools, and new advisory services. Our unchanging mission of strengthening the nonprofit and philanthropic sector remains at the heart of our programmatic decisions and our long-term goals.”*

Elizabeth Sullivan, Board Chair, Nonprofit Finance Fund

Dear Friends,

In 2008, we all witnessed our economy go from bad to worse, seemingly overnight. As the recession continues to reverberate throughout the economy, we at NFF are working to make sure that the nonprofits who serve critical

needs at this time can rise to the challenge. We'll do whatever we can to ensure that effective and socially valuable organizations succeed.

A key asset in this endeavor has been NFF's "Tools for Tough Times." Developed in late 2008, these rapid-response consultative services help nonprofits make difficult business decisions, during and beyond the recession. They help managers plan in a changed and changing environment; develop innovative cost-cutting strategies; and adjust to new ways of operating. Our priority is to open up a thoughtful, creative dialogue with nonprofit organizations, to first assess their needs and then craft a plan to best meet those needs.

Integral to our Tools for Tough Times is our long-standing commitment to making capital available to the field. Over the last six months, we have doubled the number of loans approved and closed as compared to the same period last year, and we have increased our pool of available capital for lending by 75%. You can find more detailed descriptions of all our services online at [nonprofitfinancefund.org](http://nonprofitfinancefund.org). Please share this information within your organization, or with anyone you feel might benefit.

As we make our way through this global recession, it's important to remember that in times of social need, our sector is front and center. We are required to be available, ready and strong. So our deep thanks go out to the many funders, clients, supporters, friends and colleagues that continue moving forward against the current—in the past, present, and future. It's these rewarding relationships that continue to remind us why our work is so important.

Sincerely,  
Clara Miller



President and CEO, Nonprofit Finance Fund

*"America's most crucial infrastructure is strained to the breaking point, but few Americans notice it. That's because it's not the bridges and tunnels and other public works that are at issue—it's the nonprofit groups that have been doing more with less for so long that the public has come to accept overtaxed and poorly financed community services and a tattered social safety net as business as usual. . . . As the nation faces a far more serious financial catastrophe, **it is time to change the way all nonprofit groups are financed** and at the same time, persuade board members and major donors to join nonprofit leaders to push for new spending on charitable organizations that will assure the best results for the dollar."*

Clara Miller, NFF President and CEO, in "America's Greatest 'Public Works,'" *The Chronicle of Philanthropy*. January 15, 2009.

*“We feel like we have a commonality with NFF in terms of mission, and the folks in Detroit have been terrific. [NFF Vice President] Dione Alexander’s commitment to the city has been true and heartfelt. This wasn’t just a business transaction; at the end of the day, the true focus was on helping the kids of Detroit.”*

John Cleary, Executive, Thompson Educational Foundation, NMTC Client

## NFF Services

Below is a summary of NFF’s services, ranging from introductory workshops to a variety of deep engagements. We always begin by listening. We then combine and adapt our services to fit the unique needs of each client. The result is a customized work plan that in turn contributes to a sound platform for delivering on mission. For a detailed service listing, visit us online at [nonprofitfinancefund.org](http://nonprofitfinancefund.org) or get in touch with your local NFF staff.

### Introductory Services

#### **Recession Planning Webinar**

An online crash course in assessing risk and financial planning.

#### **Recession Fundamentals Workshop (1/2 day)**

Topics include: assessing organizational preparedness in the recession; evaluating risk exposure and tolerance; cash flow planning; access to credit; program profitability; and scenario planning.

#### **Linking Money to Mission Workshop (1 day)**

Topics include: core concepts of nonprofit finance; techniques for interpreting and using financial statements for decision making; and managing in an unpredictable funding environment.

#### **Nonprofit Financial Literacy Workshop (1/2 day)**

Topics include: reading and interpreting nonprofit financial statements; and using statements of activities and financial position to inform strategic planning.

#### **Facility Projects Workshop (1 day)**

Demystifies the various fundraising and financing strategies available to pay for a facility project. Discusses the impact acquisition and/or renovation can have on an organization.

#### **Financial Leadership Clinic (2 days)**

A customized peer-based learning experience with up to six nonprofits in a common sector, combining recession-related topics, individual financial exercises, audit analyses, and more.

### Financial Planning and Management Support

#### **Financial Situation Analysis and Work Plan**

An assessment of a nonprofit’s financial condition, designed to improve management’s ability to effectively read, interpret, and use financial information. Concludes with a customized work plan, providing services that best meet the nonprofit’s particular needs.

#### **Financial Reporting Assistance**

In-depth assistance to help improve internal management reporting tools, including cash flow projections, budget vs. actual reports, program analyses, and revenue and expense projections.

#### **Cash Flow Planning**

Consultations to help produce, improve, and use monthly cash flow projections (CFP), which forecast cash inflows and outflows over a period of time.

*“Using NFF’s Program Profitability Model to map our organization’s income and expenses... was an extremely valuable group exercise... We are using the NFF PPM to think about possible income opportunities for underfunded programs and to make a commitment to underwrite from general operating those offerings that are critical to our mission and the audience we seek to serve. The NFF PPM will be a new framework with which the board and staff can plan ahead for the most prudent and effective use of our resources.”*

Matthew Braun, Executive Director, Samuel S. Fleisher Art Memorial

## Financial Planning and Management Support

### **Program Profitability Modeling (PPM)**

Helps a nonprofit understand the practical revenue and expense dynamics of each major program and determine which programs are operating at a profit or loss.

### **Scenario Planning**

Evaluates the impact of unanticipated revenue shortfalls through best and worst case scenarios, exploring opportunities for maximizing revenue, cutting costs, and re-channeling resources.

### **Reports, Presentations, Communications Coaching**

Includes findings and recommendations presentations to boards, funders, and lenders and coaching on how to integrate compelling visual and written information into various materials.

## Long-Term Customized Engagements

### **Loans**

Up to \$2 million for operating, capital, and pre-development needs. Our financing helps nonprofits manage growth, build and renovate facilities, balance government contract payments and cash flow and bridge capital campaigns, so organizations can better serve their clients and communities.

### **New Markets Tax Credits (NMTC)**

With our \$70 million in New Markets Tax Credits, NFF attracts private investment for facilities projects in low-income communities.

### **Mergers, Collaborations, Strategic Re-alignment**

Analysis and planning services—from determining feasibility, to final implementation, to forecasting—for nonprofits considering all types of collaborations.

### **Program-Related Investment (PRI) and Mission-Related Investment (MRI) Support**

Underwriting, portfolio management and origination services, as well as advice to enhance the efficiency and impact of new or ongoing programs. We also analyze restructuring or workout options for borrowers experiencing difficulties with existing PRIs or MRIs.

## Additional Services

### **Researching, Speaking, Writing**

In addition to ongoing contributions to public discourse, NFF customizes research projects, market studies, and trends analyses for funders, to build knowledge or fit the needs of a unique set of grantees.

### **NFF Capital Partners**

Helps design strategic capital campaigns of \$5 million or more to raise growth or change capital, providing a nonprofit and its philanthropic investors with a plan for attracting and managing these funds.

### **Systems Replacement Plan (SRP)**

Provides nonprofit management with a 20-year plan to take care of its facility, forecasting long-term repair and replacement costs. It is most effective when combined with our BFF Program.

### **Building for the Future<sup>SM</sup> (BFF)**

A matching program to fund facility-related costs, which attracts and uses foundation and government contributions as a financial incentive for nonprofits to create and maintain building reserves.

### **Additional Services for Funders**

Includes customized studies, re-granting services, funder workshops, and more. To find out more, please contact your nearest NFF office.

*“NFF Capital Partners’ expertise and guidance have been critical during the development of Root Capital’s Growth Capital Campaign. With NFF’s enduring support, we have launched a comprehensive campaign that will help us raise the capital needed to fund our growth, achieve financial sustainability and ultimately increase our impact on those we serve.”*

William Foote, Founder and CEO, Root Capital

# NFF in the News:

## Media Highlights

In 2008, NFF staff often presented at conferences, panels, and workshops, and wrote or contributed to articles nationwide. Below is a selected bibliography of these published pieces. For more information, please visit us online at [nonprofitfinancefund.org](http://nonprofitfinancefund.org).

### Selected Articles by Clara Miller, NFF President and CEO

#### **More from Non-profits Now Means Less in Future**

*The Financial Times*

December 9, 2008

Clara Miller discusses the need and ways for the social equity holders—board members and donors—to summon their courage and embrace an “equity ethic” during the current financial crisis to help protect nonprofits from over-exploitation.

#### **Truth or Consequences: The Implications of Financial Decisions**

*The Nonprofit Quarterly*

Summer 2008

Does a diversified revenue base make for a more profitable and sustainable nonprofit? Does government funding create big financial problems? Does owning a facility improve an organization’s financial health? In a recent study, NFF analyzed 1,085 youth-serving organizations with annual expenses of greater than \$1 million. The findings show that conventional wisdom often falls short of describing reality and may lead nonprofits and funders to make strategic errors that undermine organizational effectiveness for decades.

#### **The Equity Capital Gap**

*Stanford Social Innovation Review*

Summer 2008

For-profit businesses can efficiently and quickly raise large amounts of money to fund growth and innovation by tapping equity capital that people invest in return for ownership and a share of profits. The nonprofit world has no corollary, making it difficult, costly, and time-consuming to raise money for growth or change. This article explores ways that nonprofits and funders can develop their own equity approach to doing business.

## Articles Featuring NFF

- “Weathering the Storm: Lessons from 2001”  
by Clara Miller in *Community Wealth Vanguard*. December, 2008.
- “Strengthening Nonprofits”  
by Kristin Giantris in *New York Nonprofit Press*. December, 2008.
- “Financial crisis will kill nonprofits”  
by Miriam Kreinin Souccar in Crain’s *New York Business*. November 19, 2008.
- “Priorities for a New President”  
by Ian Wilhelm in *The Chronicle of Philanthropy*. November 13, 2008.
- “Amid Challenges, Nonprofit Leaders See Big Opportunities”  
by Debra E. Blum in *The Chronicle of Philanthropy*. November 9, 2008.
- “Tactical Philanthropy Community Delivers”  
by Sean Stannard-Stockton in *Tactical Philanthropy*. November 6, 2008.
- “The Next Wave”  
by Sean Stannard-Stockton in *Wealth Manager*. November 1, 2008.
- “IS Members Respond to the Financial Crisis”  
in *Independent Sector - Memo to Members Newsletter*. November, 2008.
- “How should we fund nonprofits?”  
by Ted O’Callahan in *Q4* (a publication of the Yale School of Management). Fall, 2008.
- “Non-profit ‘IPO’ invests in future of girls”  
by Joanne Laucius in *The Ottawa Citizen*. October 23, 2008.

NFF's "Leading for the Future" Initiative funded by the Doris Duke Charitable Foundation, featured in publications including *Los Angeles Times*, *Chicago Tribune*, *Atlanta Journal Constitution*, *Backstage*, and *Variety*. October 14, 15 & 16, 2008.

"SoCap 2008: Securitizing Philanthropy"  
by Sean Stannard-Stockton in *Tactical Philanthropy*. October 15, 2008.

"Charities fear they are next to feel pinch"  
by Lauren Foster and Rebecca Knight in the *Financial Times*. October 14, 2008.

"Nonprofits Must Gear Up For Tough Economy"  
by Todd Cohen in the *Stanford Social Innovation Review Blog*. September 29, 2008.

"Plans for national music museum come to a coda"  
by Jonathan O'Connell in the *Washington Business Journal*. September 19, 2008.

"Starting Up: Funding Your Social Venture"  
by Diana Ransom in *The Wall Street Journal*. September 12, 2008.

"Non-profit capitalism"  
in *The Economist*. September 11, 2008.

"A Push for Investments Instead of Grants"  
by John Kelly in *Youth Today*. September 1, 2008.

"Praiseworthy lenders"  
in *Pasadena Star-News*. August 12, 2008.

"California Healthcare Foundation kicks in \$10M to clinic loan fund"  
by Marie-Anne Hogarth in *East Bay Business Times*. August 6, 2008.

"The NPT 2008 Power & Influence Top 50"  
in *The Nonprofit Times*. August 1, 2008.

"Moving up, but into debt. Fundraising lags after relocation"  
by Robin J. Moody in *Portland Business Journal*. April 18, 2008.

"Non-profits look to invest in themselves"  
by Sean Stannard-Stockton in the *Financial Times*. March 29, 2008.

"With Recession Here, Lender Suggests Steps for Nonprofits"  
in [massnonprofit.org](http://massnonprofit.org). March 20, 2008.

"Nonprofit Finance Fund Analyzes Nonprofit Businesses"  
by Keith L. Rolland in *Cascade* (A community development publication by the Federal Reserve Bank of Philadelphia). Winter, 2008.

"Stage is set for hard times. Arts groups across state preparing for cuts in aid"  
in *The Star Ledger*. February 24, 2008.

"Charities That Faced Deficits in Last Recession Are Still Trying to Recover, Report Finds"  
by Holly Hall in *The Chronicle of Philanthropy*. February 21, 2008.

"Good child-care facilities and programs are an urgent need. Make children the top priority"  
by Joanne Bursich and Christie Balka in the *Philadelphia Inquirer*. February 6, 2008.

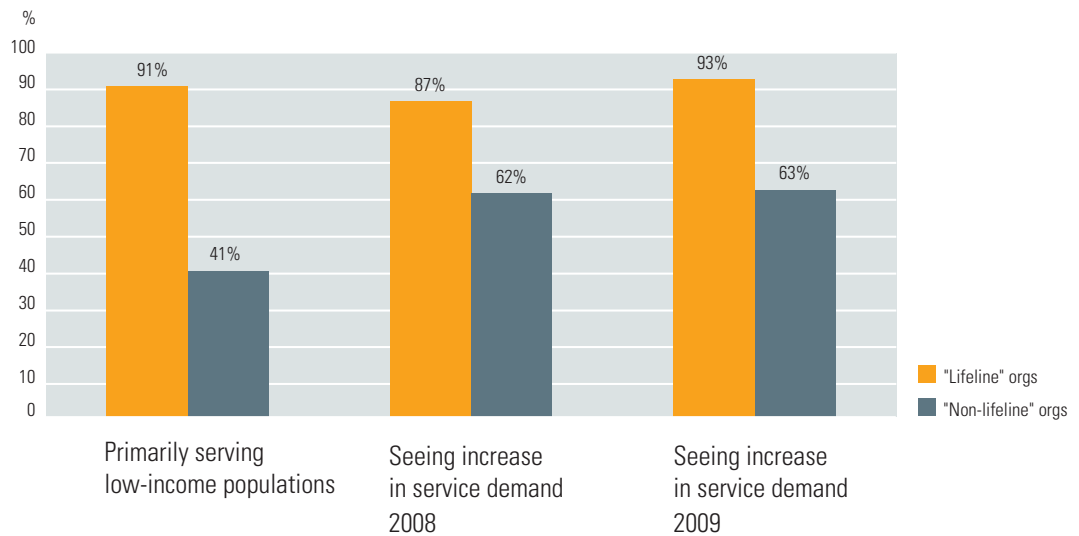
# 2009 Brings a New Economic Reality

As we've entered 2009, evidence indicates that the social sector may take years to recover from the recession. To gain a broader picture, we conducted a survey in early 2009 to find out how the recession was impacting nonprofits nationwide. Over 1,100 nonprofits responded.

The survey results, which generated a great deal of interest from nonprofits, funders, and the media, suggested that financial support agencies like ours needed to take immediate action to help organizations cope with the new economic reality. These results parallel our on-the-ground experience, as we provide tools that allow organizations to adapt to a changed and changing world. Through practice and research, we continue to augment our services and raise awareness within and outside the social sector.

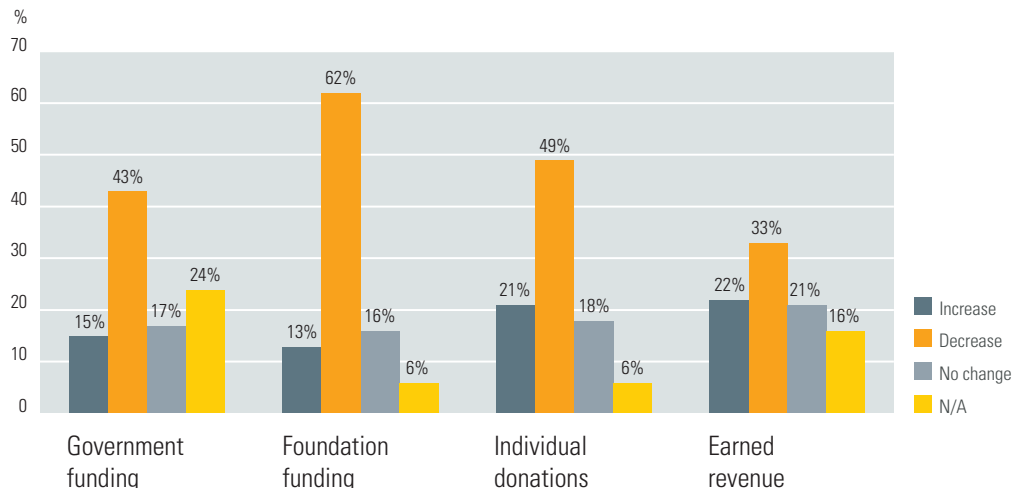
## Nonprofit Clients' Needs Are Increasing

91% of lifeline organizations that responded primarily serve vulnerable populations; 93% of these organizations have increased service demand in 2009.



## What Are Organizations' Revenue Expectations for 2009?

Organizations are bracing for funding cuts from all types of donors.



# 2008 Financials

	<b>2008</b>	<b>2007</b>
<b>Assets</b>		
Cash (Operating)	9,876	7,449
Cash (Programs)	14,045	17,575
Investments	-	100
Loans Receivable	39,925	44,937
Loan Loss Reserve	(2,862)	(2,779)
Accounts Receivable	16,344	22,246
Other Assets	637	801
<b>Total Assets</b>	<b>77,965</b>	<b>90,329</b>
 <b>LIABILITIES AND NET ASSETS</b>		
<b>Liabilities</b>		
Accounts and Accrued Expenses Payable	989	1,992
Grants Payable	192	203
Loans Payable	30,332	37,432
<b>Total Liabilities</b>	<b>31,514</b>	<b>39,627</b>
 <b>NET ASSETS</b>		
Unrestricted	2,895	2,826
Unrestricted, Board-Designated Reserve	2,177	2,177
 <b>Temporarily Restricted</b>		
Program Fund	6,300	8,410
Grants Fund	21,396	23,357
Loan Fund Capital	10,825	10,825
Investment Capital	2,858	3,107
<b>Total Net Assets</b>	<b>46,451</b>	<b>50,702</b>
<b>Total Liabilities and Net Assets</b>	<b>77,965</b>	<b>90,329</b>
 <b>REVENUE &amp; EXPENSES FOR PROGRAM OPERATIONS</b>		
<b>Revenue</b>		
Program Revenue	11,404	9,456
Investment Interest	269	677
<b>Total Revenue</b>	<b>11,673</b>	<b>10,133</b>
<b>Expenses</b>	<b>11,604</b>	<b>9,848</b>
<b>Surplus/Deficit</b>	<b>70</b>	<b>285</b>
<b>Grants to Nonprofit Organizations</b>	<b>3,896</b>	<b>3,158</b>

Figures in thousands of dollars

# 2008 Directors and Advisors

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**Nina Janopaul**, President and CEO, Arlington Partnership for Affordable Housing

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**Jane E. Thompson**, Chief Operating Officer, District of Columbia Primary Care Association

# Supporters

More than 250 funders nationwide have invested in NFF's mission and work over the years. Below are partial lists of our funders and supporters.

## Financial Institutions

Bank Hapoalim, Bank Leumi USA, Bank of America Community Development, Bank One of Michigan, Bankers Trust, BB&T Charitable Foundation, BNY Mellon, The BTMU Foundation, Inc. c/o Bank of Tokyo-Mitsubishi UFJ, Carver Federal Savings Bank, Chevy Chase Bank, CIBC World Markets, Citicorp, USA, Citi Community Capital, Citi Foundation, Citizens Bank, Commerce Bank, Comerica Charitable Foundation, Community Capital Bank, Credit Suisse First Boston Foundation, Deutsche Bank, Deutsche Bank Americas Foundation, Fidelity Foundation, Fuji Bank & Trust, The Goldman Sachs Foundation, HSBC Bank USA, N.A., Huntington National Bank, HYPO Vereins Bank, ING DIRECT, Israel Discount Bank of New York, JPMorgan Chase Bank, JPMorgan Chase Foundation, LTCB Trust Company, Manufacturers and Traders Trust Company, Merchants Bank of New York, Merrill Lynch, MetLife Bank, Mitsubishi Trust & Banking Corporation (U.S.A.), Mitsui Trust Bank (U.S.A.), Mizuho Corporate Bank(USA), Mizuho USA Foundation, National City of Michigan, NCB Development Corporation, New England Financial, Northern Trust Bank, North Fork Bank, PNC Bank, Standard Federal Bank, State Street Corporation, Sterling National Bank, SunTrust Bank, TCF Bank, TD Bank, United States Trust Company, N.A., Valley National Bank, Wachovia Regional Community Development Corporation, Wainwright Bank, Washington Mutual Foundation, Woodlands Investment Management, World Bank.

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## Foundations

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## Public Sector

Delaware Division of the Arts, Empire State Development Corporation, Federal Home Loan Bank of Boston, Grants for the Arts/San Francisco Hotel Tax Fund, Illinois Arts Council, Massachusetts Cultural Council, Michigan Public Service Commission, National Endowment for the Arts, State of New Jersey, New Jersey State Council on the Arts, New Jersey Historical Commission, New Jersey Economic Development Authority, New York City Economic Development Corporation, New York State Council on the Arts, Pennsylvania State Council on the Arts, Pennsylvania Department of Community and Economic Development, Philadelphia Department of Commerce, Philadelphia Housing Development Corporation, Rhode Island State Council on the Arts, United States Department of the Treasury Community Development Financial Institutions Fund.

## Nonprofit Entities

Calvert Social Investment Foundation, Corporation for Enterprise Development, Investment Fund of the Diocese of Long Island, Family Service Association, Fieldstone Alliance, Hyde Square Task Force, The Jewish Fund, Local Initiatives Support Corporation (LISC), National Association of YWCA Executives, Opportunity Finance Network (formerly known as National Community Capital Association), United Way of the Bay Area, United Way of New York City, United Way for Southeastern Michigan, United Way of Southeastern Pennsylvania, Venture Philanthropy Partners, Whitney Fund.

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**This listing reflects supporters through December 31, 2008.**

# NFF 2008 Client List (Partial Listing)

- A** 59th Street Baptist Church  
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ACCESS Arab Community Center for Economic Services  
Access Theatre  
AchieveAbility  
Affirmations Lesbian & Gay Community Center  
Alcoholism Council of New York  
Alicia Rose "Victorious" Foundation  
Allen Academy  
Alliance for Progress Charter School  
Alternatives for Girls  
Alvin Ailey Dance Foundation  
Amaryllis Theater Company  
American Red Cross  
American Repertory Ballet  
American Savings Foundation  
ANJEC  
Ann Barton Brown  
Anthology Film Archives  
Anti-Drug & Alcohol Crusaders  
APA Family Services  
Appel Farm Arts & Music Center  
Arab-American & Chaldean Council  
Art in General  
Art Partners Studio  
Arts Council of Princeton  
Arts for Art  
Ashoka Changemakers  
Asian Americans for Community Involvement  
Asian Perinatal Advocates  
Asociación De Puertorriqueños En Marcha  
Athenaeum Of Philadelphia  
Avon Grove Recreation Association Community Theater
- B** Ballet Hispanico  
Ballet Theatre of Boston  
Bang On a Can  
Barnegat Bay Decoy & Baymen's Museum  
Barr Foundation  
Bay Area Video Coalition  
Big Apple Circus  
Big Brothers Big Sisters of Bucks County  
Bindlestiff Family Circus  
Birmingham Bloomfield Art Center  
Blue Shield of California Foundation  
Boston Neighborhood Network (BNN)  
Boys & Girls Clubs of Newark  
Brandywine Ballet  
Brandywine Conservancy  
Bread & Roses Community Fund  
Bristol Riverside Theatre  
Brodsky Center  
Bronx Charter School for the Arts  
Bryn Mawr College  
Bryn Mawr Film Institute
- C** California Association of Nonprofits  
California Charter School Association  
Camp Fire USA Wathana Council 8  
Caphill Village Kimberton Hills  
Care Development of Maine  
Care House  
CARIE  
Carnell School  
Catholic Charities of the Archdiocese of Newark  
Catholic Community Services of Southern Arizona  
Catholic Services of Macomb County  
Catholic Social Services of Wayne County  
Cause Effective  
Center Dance Company  
Center for Community Arts  
Center For Educational Advancement  
Center for Neighborhood Technology  
Center for Social & Emotional Education  
Center Theatre Group (CTG)  
Central Montgomery Mental Health & Mental Retardation Center  
Centro Presente  
Chanticleer  
Chester County Art Association  
Chester County Choral Society  
Chester County Community Foundation  
Chester Education Foundation  
Chester Fine Arts Center East  
Chester School of the Arts  
Children's Choice  
Children's House of Bucks County  
Children's Museum of the Arts  
Children's Play Care Center  
Children's Village Child Care Center  
CHIME Institute  
Church Street School for Music and Art  
City Futures (City Limits)  
Civic Builders  
Collaborative Arts Project 21  
Collective: Unconscious  
College Success Foundation  
Commonwealth Classic Theatre Company  
Commonwealth Youth Choirs  
CommuniCare Health Centers  
Communities In Schools Of New Jersey
- Community Arts Center of Wallingford  
Community Assessment Referral and Education  
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Community Health and Social Services Center dba CHASS  
Community Learning Center  
Community Legal Services in East Palo Alto  
Community Quest  
Congregation Beth Shalom  
Connecticut Commission on the Arts  
Connecticut Council for Philanthropy  
Contemporary Arts Center  
CORA Services  
Cornerstone Christian Academy  
Covenant House of Michigan  
Covenant House Pennsylvania  
Covenant International Institute  
Cranbrook  
Creative Steps  
Crossroads Community Resource Development Center  
Crossroads Theatre  
**D** Dance New Amsterdam  
Danspace Project  
Darlington Fine Arts Center  
Dawn Center for Independent Living  
Delaware Art Museum  
Delaware Riverkeeper Network  
Delaware Valley Association for the Education of Young Children  
Delco Child Day Care Association  
Democracy Prep Charter School  
Detroit Cristo Rey  
Detroit Rescue Mission Ministries  
Detroit Science Center  
Detroit Youth Foundation  
Digital Divide Data  
Dignity Housing  
Discovery Charter School  
Domestic Violence Center Of Chester County  
Dova  
Doylestown Presbyterian Church  
Earshot Jazz  
**E** East Bay Agency For Children  
Educational Information & Resource Center  
Educational Video Center  
Elizabeth Mitchell Family Foundation  
Elwyn Early Childhood Service SEEDS  
Emilie Christian Day School  
Empower New Haven  
Environmental Leadership Program  
Essex County College  
Exit Art  
Exodus Outreach Project  
Expeditionary Learning Schools  
Exploring the Arts  
Eyebeam
- F** Fairfield County Community Foundation  
Fairleigh Dickinson University  
Family and Children's Agency  
Family Connections  
FCP Inc  
First Baptist Church of Paschall  
First Friday Main Line  
First Occupational Center of New Jersey  
Foundation for a College Education  
Foundations Inc.  
Fractured Atlas  
Friends Association for Care & Protection of Children  
Friends of Cape May Jazz  
Gamelan Sekar Jaya  
Garden State Philharmonic  
Gardner Family Health Network  
Garrison Institute  
Garth Fagan Dance  
George Fox Friends School  
George Street Playhouse  
Germantown Jewish Centre  
Girl Scouts of Eastern Pennsylvania  
Girl Scouts of Macomb County  
Girls Inc.  
Giving of Self Partnership Child Development Center  
Gleaners Community Food Bank  
Goddard-Riverside Community Center  
Goodman Theatre  
Greater Philadelphia Coalition Against Hunger  
Greater Works-Philadelphia Region  
Green Woods Charter School  
GreenFaith  
Grounds For Sculpture  
**H** Habitat For Humanity International Philadelphia  
Hagley Museum and Library  
Hampshire Foundation  
Handi-Crafters Inc  
Harlem School of the Arts  
HarlemStage - Aaron Davis Hall  
Hartford Foundation for Public Giving  
Harvestworks  
Haven  
Hawaii Community Foundation  
Hayes Manor
- Headlong Dance Theater  
Health Care Without Harm  
Heavenly Hall Church and Supreme Council Day Care Center  
Hedgerow Theatre  
Helena Presents  
Henry Street Settlement  
Historic Kennett Square  
Hiway Theatre  
Hoboken Historical Museum  
Horsham Preservation and Historical Association  
Hudson Pride Connections  
Hunterdon Land Trust Alliance  
Hyacinth AIDS Foundation  
Hyde Street Community Services  
Ifetayo Cultural Arts Facility  
Illinois Coalition for Immigrant & Refugee Rights (ICIRR)  
In Company With Angels  
**I** Independence: A Family Of Services Inc  
Independence Media  
Interfaith Food Pantry  
International Ballet Classique  
International Student House  
Intersection for the Arts  
Isles
- J** Jacob's Pillow Dance Festival  
JARC  
Jazz House Kids  
Jericho Project  
Jersey Battered Womens Service  
Jersey City Museum  
Jewish Vocational Services  
John James Audubon Center  
Joyce Theater Foundation  
Jubilee School  
Judd Foundation  
Jump-Start Performance Company
- K** Katie Stauffer Memorial Arts Center  
KenCrest Services  
Kennett Underground Railroad Center  
Keystone Hospice  
Kids Corporation II  
Koresh Dance Company  
Kuumbwa Jazz Society
- L** La Casa de Don Pedro  
La Peña Cultural Center  
LAD Enterprises  
Lantern Theater Company  
Lark Play Development Center  
Leadership New Jersey  
Lenox Hill Neighborhood House  
Libertae Incorporated  
Lighthouse of Oakland County  
Lincoln Park Coast Cultural District  
Link Community School  
Link Media  
Linwood Heights United Methodist Church  
LISC (Fairfield County Collaborative Fund for Affordable Housing)  
Literacy Inc.  
Little Kids Rock  
Lone Pine Foundation  
Longwood Gardens  
Louis Calder Foundation  
Lower Bucks Community Centers  
Lower Manhattan Cultural Council  
Luna Stage Company  
Lutheran Children and Family Services
- M** Main Line Art Center  
Mano A Mano (CAUSA)  
Maple Leaf Learning Center  
Marin Community Foundation  
Marine Mammal Stranding Center  
Marine Science Institute  
Marple Newtown Players  
MASS MoCA  
Massachusetts Cultural Facilities Fund  
Maternal & Child Health Consortium of Chester Co.  
Mazzoni Center  
MentorNet  
Merce Cunningham Dance Company  
Mercy Center  
Mercy Neighborhood Ministries of Philadelphia  
Meredith Monk/The House Foundation for the Arts  
Messiah Housing Corporation  
Miami Light Project  
Michael Fields Agricultural Institute  
Michigan Humane Society  
Millville Development Corporation  
Misnomer Dance Theater  
Monmouth County Arts Council  
Monmouth Museum  
Moonstone  
Morningside Center for Teaching Social Responsibility  
Morris County Organization for Hispanic Affairs Inc  
Mosholu Montefiore Community Center  
Mount Zion Church of Kensington  
Mt. Airy Presbyterian Church  
Mt. Airy USA  
Music & Motion Dance

# NFF 2008 Client List (Partial Listing)

- N** Musicopia  
National Black Arts Festival  
National Black Child Development Institute  
National Dance Institute  
National Jazz Museum in Harlem  
Nebraska Appleseed Center for Law in the Public Interest Inc  
Neighborhood Bike Works  
Neighborhood Child Care Center  
Neighborhood Club  
New Center Community Mental Health Properties  
New Century Careers  
New Community Corporation  
New Directions for Women  
New Heights Academy Charter School  
New Horizons Montessori School Association  
New Jersey Economic Development Authority  
New Jersey Highlands Coalition  
New Jersey Historical Society  
New Jersey Opera Theater  
New Jersey Theatre Alliance  
New Life Child & Family Day Care Center  
New York Chinese Cultural Center  
New York Immigration Coalition (NYIC)  
NewAlliance Foundation  
Newark Boys Chorus School  
Newark Museum  
Newark Now  
Next Door Solutions To Domestic Violence  
Nimbus Dance Works  
NJ LEEP  
Nonprofit Enterprise At Work  
Nonprofit Technology Resources  
Nontraditional Employment for Women  
Norris Square Civic Association  
North Light Community Center  
Northeast Guidance Center  
NYCC  
NYNJ Baykeeper  
On the Boards  
Open Source Radio  
Orpheus Chamber Orchestra  
Outpost Productions  
**P** Pacifica Radio-WBAI  
Paper Mill Playhouse  
Park Theatre Performing Arts  
Partners for Sacred Places  
PathWaysPA  
Pave Academy Charter School  
Penn Christian Academy  
Pennsylvania School For The Deaf  
Penumbra Theatre Company  
People's United Community Foundation  
Performance Space 122  
Perrin Family Foundation  
Person To Person  
Peters Valley Craft Education Center  
Philadelphia Dance Company  
Philadelphia Live Arts Festival & Philly Fringe  
Philharmonic Orchestra of New Jersey  
Phoenix Village Art Center  
Pig Iron Theatre Company  
Ping Chong & Company  
Planned Parenthood Southeastern PA  
PlanSmart NJ  
Port Chester Carver Center  
Pottsgrove Manor Historic Site  
Pottstown Area Police Athletic League  
Pottstown Symphony Orchestra  
Presbyterian Church of Chestnut Hill  
Print Center  
Project USE  
Public Interest Law Center of Philadelphia  
Public Radio Capital  
Public Radio Exchange  
Rainforest Alliance  
**R** Read Aloud Delaware  
Ready  
Ridge and Valley Charter School  
Ringside Inc./STREB  
Rising Sun Children's Center  
River Valley Waldorf School  
Riverfront Renaissance Center for the Arts  
Robert Sterling Clark Foundation  
Ronald C. Wornick Jewish Day School  
(formerly The Jewish Day School of the North)  
Root Capital  
Roundabout Theatre Company  
Royer-Greaves School For Blind  
Rural Dynamics  
Russian-Americans United Arts Council  
**S** Salem County Historical Society  
Sangeet Society  
Santa Clara Valley Chapter  
Schaefer Design LLC  
Services To Enhance Potential  
Shakespeare Theatre of New Jersey  
Shalom Day School  
Sheltering Arms Family Center  
Shen Wei Dance Arts  
Shumway Capital Foundation  
Silicon Valley Community Foundation  
Siloam  
SITI Company  
Society of Gilders  
Sonrise Christian Day School  
South Branch Watershed Association  
Southeast Regional Key  
Special People in Northeast  
Spiritual Doors inc.  
Springfield Symphony Orchestra  
St. Christopher's Foundation for Children  
St. Francis of Assisi Roman Catholic Church  
St. Jerome Child Care Center  
St. Luke's Day Care Center  
St. Luke's Day School/Kindergarten  
St. Malachy School  
St. Mary's Center  
St. Matthew's and St. Timothy's Neighborhood Center  
St. Philip's United Methodist Church Preschool  
St. Thomas Episcopal Church  
Steppenwolf Theatre Company  
Stepping Stone Education Center of Phoenixville  
Store Front for Art & Architecture  
Strand Ventures  
STRIVE  
Sundance Institute  
Susan P. Byrnes Health Education Center  
Sylvia/Carter Associates  
**T** TADA!  
Taller Puertorriqueno  
Tauk Foundation  
Teach for America  
Teatro Vision  
The Ardmore Initiative  
The Boston Foundation  
The California Wellness Foundation  
The Center for Young Women's Development  
The Children's School At St. John's  
The Community Foundation of Darien  
The Field  
The Flea Theatre  
The Food Trust  
The Hickman  
The Mill At Anselma Preservation & Educational Trust  
The Near and Far Aid Association  
The Pennsbury Society  
The Pewabic Society  
The Quaker School At Horsham  
The Rock School for Dance Education  
The Stella Adler Studio of Acting  
The Tank  
The Williamsburg Charter School  
The Woodlands  
The Wooster Group  
Tiger Foundation  
To Our Children's Future With Health  
Toddler Center  
Trinity Memorial Church/Center for Urban Life  
Tri-State Actors Theater  
**U** United Communities Southeast Philadelphia  
University Muslim Medical Association Community Clinic (UMMA)  
University of Massachusetts-New World Theater  
Upper Bucks YMCA  
Urban Edge Housing Corporation  
Urban League of Eastern Massachusetts  
Urban League of Essex County  
Urban Pre-College Program  
Ursinus College  
**V** Van Alen Institute  
Variety - The Children's Charity  
Victory Baptist Church International  
Village Productions  
VIP Community Services aka VIP Housing Development Fund Corp.  
VisionSpring  
Vista Maria  
Vocational Foundation  
VolunteerMatch  
**W** W E B Dubois Scholars Institute  
Wagner Free Institute of Science  
Wakisha Charter School  
Walt Whitman Cultural Arts Center  
Wayne-Metropolitan Community Action Agency  
Hamtramck Early Childhood Center  
We Are S.E.E.D.S. Inc.  
Weeksville Heritage Center  
Wesley House Community Corporation  
West Chester Dance Works  
West Chester Film Festival  
West Chester Public Library  
West Chester University  
West Windsor Arts Council  
Westfield Symphony Orchestra  
Wharton Escherick Museum  
White Box  
Wildcat Service Corporation  
William H. Pitt Foundation  
William Penn Center Preschool  
Willing & Able  
Wolf Performing Arts Center  
Woodland Presbyterian Church  
WorkPlace  
World Music Institute  
WYBE-TV 35  
**Y** YES Prep  
YMCA of Metuchen NJ  
York Nonprofit Management Development Center  
Young Achievers  
Young Children's Center for the Arts  
Youth Education in the Arts  
Youth Enrichment Program  
Youth Justice Institute  
Youth Speaks  
Youthbuild Philadelphia Charter School  
**Z** YWCA of Brooklyn  
Zumix

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