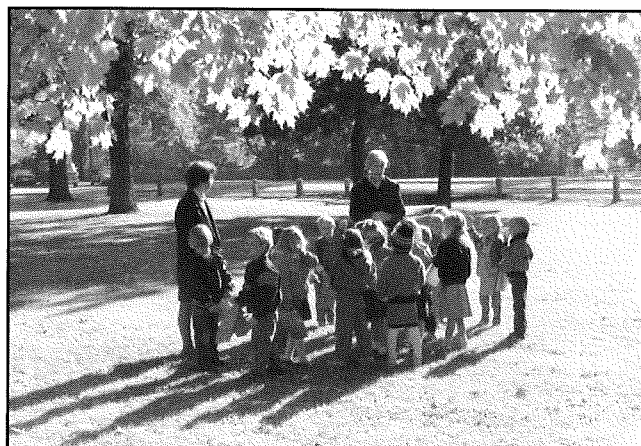
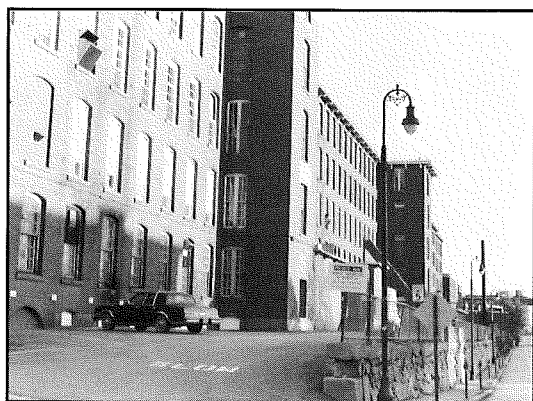
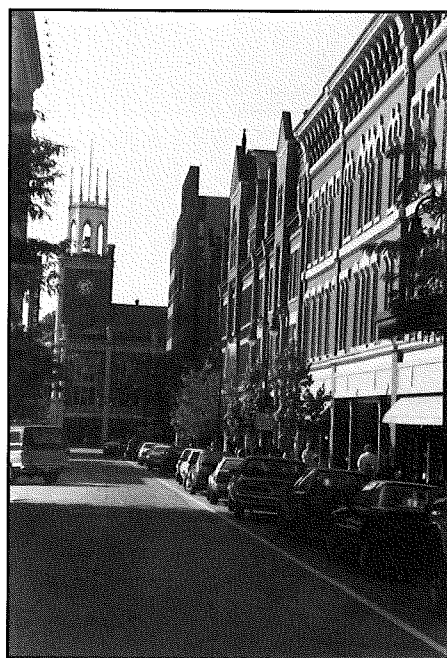
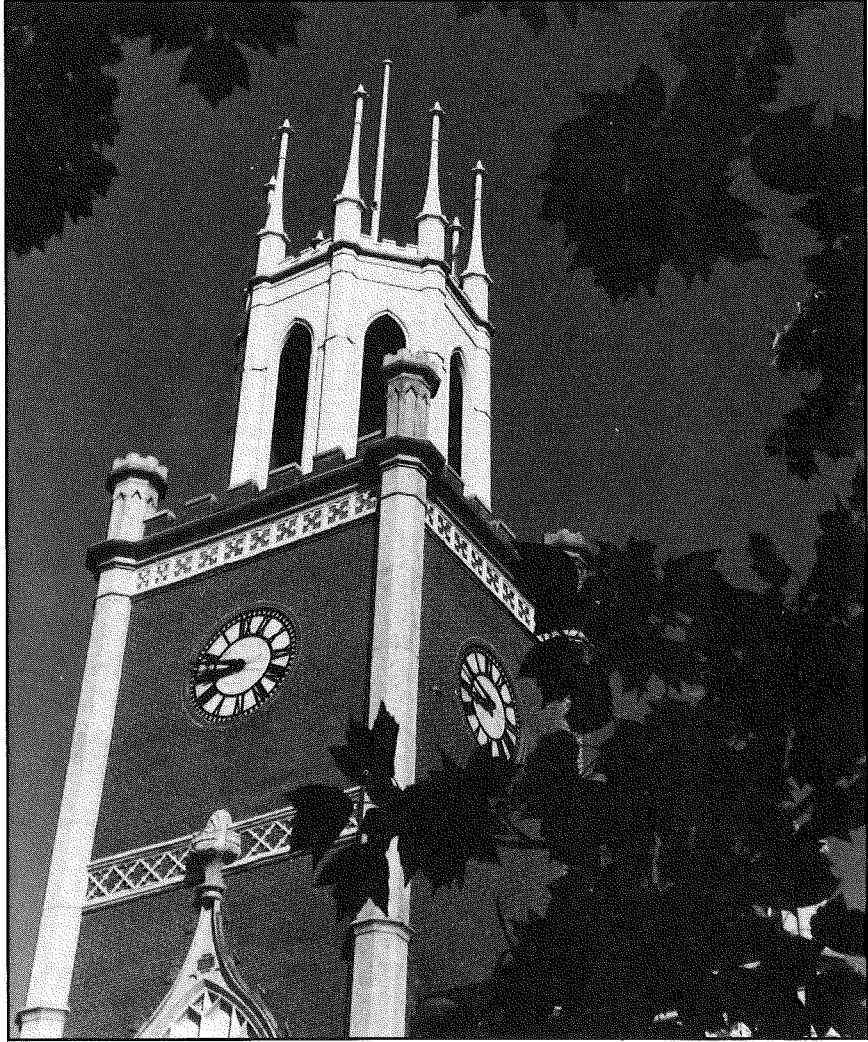


The Norwin S. & Elizabeth N. Bean Foundation

A Ten Year Report
1980-1989





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Chairman's Message

In endowing the Foundation, Norwin and Elizabeth Bean manifested a special concern and affection for the two communities in which they were born and lived. The Norwin S. and Elizabeth N. Bean Foundation was formed to serve general charitable purposes in Manchester and Amherst. It was left to the original trustees and their successors to consider community needs and to determine how to apply the Foundation's income to make a difference.

Establishing a foundation is an act of faith as well as of generosity. Norwin and Elizabeth Bean believed there would be numerous opportunities for the Foundation they created to support worthy initiatives, respond to good ideas and help people find ways to improve their communities. As a continuing tribute to Norwin and Elizabeth Bean, the trustees present this report on the Foundation's distributions over the past decade. We welcome comments on this report.

A handwritten signature in cursive script, reading "Norwin Bean". The signature is written in dark ink and is positioned centrally below the main body of text.

Norwin S. and Elizabeth N. Bean

Norwin Sherwood Bean was born in Manchester, New Hampshire on November 4, 1873, the only child of Nehemiah S. Bean and his wife, Ruhamah. Nehemiah was the inventor of the first steam fire engine and later became involved in manufacturing steam engines in Manchester. It was perhaps because of his father that in later years Norwin collected models of fire fighting equipment.

Norwin was graduated from Massachusetts Institute of Technology in 1894 with a degree in electrical engineering, but spent most of his professional life in banking. He served as Treasurer and Chief Executive Officer of the Manchester Savings Bank for twenty-five years and was Chairman of the Board when he died. He also served as President of Amoskeag Industries, Inc. and Manchester Gas Company, Director of the Public Service Company of New Hampshire and New Hampshire Fire Insurance Company, State Chairman of the United States Treasury Advisory Committee for Savings Bonds, and a National Bank Examiner for New Hampshire from 1906-1926.



Norwin Bean was a conservative and astute investor, both professionally and personally. He was very conscientious about his responsibility for the funds of the bank's depositors. Once, when a trusted employee appropriated bank funds for his own use, Mr. Bean personally guaranteed the entire amount of the embezzlement. He customarily inspected each piece of property being considered for a mortgage by The Manchester Savings Bank, and on Saturday or Sunday he could be seen walking around Manchester with one or another Bank trustee making curbstone appraisals. In cold weather he travelled in his chauffeur-driven Packard. His personal investments included financial institutions and real estate.

An avid sportsman, Mr. Bean played golf and tennis, rode horseback, often with Col. Frank Knox, owner of the Manchester Union Leader and a Secretary of the Navy, and climbed extensively in the White Mountains. In 1906 he was the Manchester tennis champion. This love of the outdoors and physical activity was reflected in his support of The Manchester Boys Club, the Boy Scouts of America (with a particular interest in Camp Carpenter) and the Manchester Y.M.C.A.

From 1931 to 1947 Mr. Bean served as President of the Family Welfare Society which later merged with New Hampshire Children's Aid to become Child and Family Services of New Hampshire. He also served as treasurer of the Manchester Community Chest, Manchester Institute of Arts and Science and the Currier Gallery of Art, contributing to and raising funds for these institutions.

In 1825 a brick house was constructed in Amherst on the Boston Post Road at the corner of what is now Horace Greeley Highway. Barnabas B. David, manufacturer of buggy whips in Boston, Massachusetts and Amherst, New Hampshire, purchased it in 1830. It was there on August 28, 1874 that Elizabeth Nichols was born to Barnabas' daughter Elizabeth and her husband George W. Nichols. Their only child, Elizabeth attended Miss Abbott's School in Andover, Massachusetts (now merged with the Phillips Academy, Andover) and then lived in Boston during the time that her father was Clerk of Court in Boston.

On October 23, 1901, in the Congregational Church in Amherst, New Hampshire, Norwin Bean married Elizabeth Nichols. For the rest of their lives they spent the fall and winter in Manchester, at their home at 63 Carpenter Street, and the spring and summer at the Nichols house in Amherst. At first they would travel back and forth in horse and buggy — no doubt with a family manufactured buggy whip. Norwin owned one of the first automobiles in Manchester and the drive to Amherst in the automobile was far easier. The railroad provided still another alternative.

Elizabeth Nichols joined the Amherst Congregational Church in 1891 and for 75 years was an active member. Her gifts to the church included lighting, windows and the communion silver. On Sundays, Elizabeth and Norwin could be found in their regular pew, the third from the front. In the summer the church's flowers came from her garden in Amherst which was one of her joys.



Mrs. Bean was a quiet, thoughtful, reserved, private person but she knew what she wanted and how to get it. She also had a sense of humor. At one time, for reasons that are not now clear, the chairs in the church were auctioned off. She had always liked those chairs. After some time had passed and a new minister had arrived, she bought the chairs back and returned them to the church.

Mrs. Bean's varied interests and her concern for the community were reflected in other institutions with which she was associated. She participated in and supported activities of the Historical Societies of Amherst, Manchester and New Hampshire, the Amherst Visiting Nurse Association, and the Manchester Institute of Arts and Science. She was a member of the New Hampshire Society of Colonial Dames of America and the Daughters of the American Revolution. In Manchester, she was an active member of the Thimble Club and the Interrogation Club, a group of 16 women who read and discussed books.

Mr. Bean died in Manchester on September 25, 1957. Mrs. Bean died ten years later on May 23, 1967.

The Foundation

Norwin S. Bean left a will in which he provided for his wife for life, made some specific bequests, and named five trustees, all of whom were trustees of the Manchester Savings Bank, to administer a permanent trust fund to be known as the Norwin S. and Elizabeth N. Bean Foundation. After the death of his wife, the income of the trust was to be distributed to institutions operating in Manchester and Amherst, New Hampshire, "exclusively for religious, charitable, scientific, literary or educational purposes, including the encouragement of Art, and the prevention of cruelty to children or animals".

With a substantial addition provided by his wife, the Norwin and Elizabeth Bean Foundation became active upon her death in 1967. The five trustees named originally were John R. McLane, Sr., Robert P. Burroughs, Frederick W. Griffin, John B. McLaughlin and Harry B. Gilmore, Jr. By 1967 John R. McLane, Sr. had suffered a stroke, retired from his law practice and was unable to become a charitable trustee. He declined to serve, the remaining trustees nominated John R. McLane, Jr. to be his successor, and the Judge of Probate made the appointment on July 30, 1967.

Thus, the five trustees who initiated the charitable Foundation were:

Robert P. Burroughs of Manchester, active in his own life insurance and pension business agency, who was elected Chairman;

Frederick W. Griffin, of Manchester, partner in Burpee Griffin and Perkins Insurance Agency, active in the casualty insurance business, who was elected Vice-Chairman;

Harry B. Gilmore, Jr. initially of Manchester, Treasurer of the New Hampshire Insurance Company, and later its parent, American International Group, who was elected treasurer;

John B. McLaughlin of Manchester, manufacturer and prior owner of Smith Box Company; and

John R. McLane, Jr. of Manchester, a lawyer and partner in the firm then known as McLane, Carleton, Graf, Greene and Brown, who was elected Secretary.

Mr. Bean's will was silent on the method of naming successor trustees. In 1975, upon the death of John McLaughlin, the trustees proposed guidelines, which were approved by the Director of Charitable Trusts and the Judge of Probate, for the appointment of future trustees. These guidelines provided for rotation of trustees, two classes of trustees — senior and term — and at least one representative from Amherst and two from Manchester.

Since 1975, as vacancies occurred they were filled by term trustees who serve a term of three years and cannot be reappointed. In 1985, Frederick W. Griffin, an original trustee, retired as trustee because of his moving to Franconia. James A. Shanahan Jr., a Term Trustee, was appointed as a Senior Trustee.

The trustees have developed operating procedures which provide for public accountability. The Bean

Foundation publishes its procedures and policy guidelines for applications as well as an annual report which details how the funds have been spent. Generally, the senior term trustee serves as chair during the last year of his or her term, providing for rotation of leadership. New trustees attend meetings for a year prior to taking office to become familiar with the Foundation's policies and during this training period are encouraged to attend the annual meeting of the national Council on Foundations at trust expense. Since 1987, the outgoing term trustee has served as trustee emeritus for one year, with no vote.

Trustees of the Bean Foundation generally allocate two-thirds of the distributions to support operating projects and one-third for capital or building needs in the communities. Funds are divided between Manchester and Amherst based on population size. The current proportion is about 90% for Manchester to 10% for Amherst.

The trustees meet quarterly to review applications. In addition to awarding grants, they meet informally with knowledgeable community representatives, officials, and other resource people to solicit information about community needs and interests. They also hold a planning meeting each year to which all present and former trustees are invited. At this meeting they evaluate what has been accomplished, identify goals for the coming years, and discuss issues which the Foundation may address by initiating projects or soliciting proposals.

For most of the life of the Bean Foundation, the New Hampshire Charitable Fund has provided invaluable professional staff support in processing applications, organizing the quarterly meetings, and reporting. The New Hampshire Charitable Fund functions as the program office for the Foundation while the law firm of McLane, Graf, Raulerson and Middleton serves as the financial and administrative office. Investment management is provided by Fiduciary Trust of Boston. The Bean Foundation is a member of the Council on Foundations which has been helpful in orienting new trustees at its annual conference, in providing the opportunity to meet trustees from other foundations, and in sharing the philosophy and the experience of similar foundations across the country.

In 1983, the trustees became concerned that the rate of inflation was so high as to seriously erode the Foundation's grant making ability. On an inflation adjusted basis, would the Foundation's grantmaking have the same impact five or ten years in the future? Mr. Bean's will specified that the income should be paid out, not accumulated. After a lengthy examination of the legal issues, the trustees petitioned the Hillsborough County Probate Court for permission to make a limited deviation from the directions contained in Mr. Bean's will. The Court granted the trustees' petition authorizing the trustees "to accumulate so much of the annual net income of the trust as is prudent in excess of five percent" of the assets. This income was to be placed in a reserve to be used "for subsequent expenditures for the uses and purposes for which the trust was established or to add any or all of such accumulated income to the principal of the trust". Since the granting of the petition the trustees have made additions to principal from the income, from time to time, as financial conditions have warranted, with the result that the income growth has exceeded the growth of the Cost of Living Index.

By regularly publishing reports and application guidelines, hosting community and invitational meetings and contracting for program staff to facilitate the application process, the trustees have worked to establish an open process. Community organizations are encouraged to become familiar with the Foundation's policies and procedures and seek support to help achieve their goals.

In general, the Bean Foundation has tried to use its dollars in ways which augment and attract other support rather than replace other funding, particularly from public sources. In attempting to identify workable solutions to the myriad problems faced by the communities it serves, the Foundation can - and

does - take risks and some of the projects it supports do not succeed. By serving, in effect, as a research and development fund for the nonprofit sector, the Foundation seeks to increase understanding of a range of approaches to solving problems.

Within its two communities, the Foundation supports both capital and operating projects: specific, time-limited undertakings with objectives and outcomes that can be evaluated at the end of the grant period. Grants may support the establishment of new programs or expansion by existing organizations. Alternatively, they may involve testing a new service delivery method, evaluation design or fundraising approach in order to sustain a proven community agency. In reviewing applications, the trustees seek to balance their interest in supporting innovation and growth with the needs of existing organizations. This is often difficult, but it is clear that with limited resources the Foundation could provide general funding for only a few programs. Instead, the trustees prefer to assist many organizations at different times to accomplish goals with high priority and benefit for the community.

In addition to awarding grants, the Bean Foundation makes loans to nonprofit organizations. Beginning in 1982, the trustees made a series of contributions to the New Hampshire Charitable Fund to establish a permanent revolving loan fund. The Norwin and Elizabeth Bean Revolving Loan Fund currently has a principal balance of \$112,500, and loans totalling nearly \$400,000 have been made from this fund since its establishment.

Other loans have been made from grant income, and in 1988 and 1989 the trustees approved loans from the Foundation's permanent endowment for program related investments. Finally, the trustees have offered loan guarantees on several occasions. Loans and guarantees increase the Bean Foundation's capacity to address community problems by recycling resources and enable the Foundation to play a role in issues such as housing where project costs are substantial.

From 1980 through 1989 the foundation committed over \$4 million in grants and loans to Manchester and Amherst charitable organizations. Since its creation in 1967, the Foundation has distributed a total of \$6.5 million.

The Program

The Bean Foundation makes grants and loans in the fields of arts and humanities, education, environment, health, social and community services, and voluntary sector development. Each of the grants and loans made from 1980 to 1989 is listed in the summary which appears later in this report. From the scores of projects funded by the Foundation, we have selected several which illustrate the variety of agencies and activities supported. In selecting these few agencies for more detailed discussion, we were compelled to omit many others whose work the Foundation has supported with interest.

Generally, we have written about success stories, but the trustees' efforts have not always been successful. The Bean Foundation has not yet found a creative way to support the efforts of the public schools in Manchester. Nor has the Foundation found a way to encourage increased cooperation between Manchester's major hospitals. The eventual success of at least one of the projects discussed in detail in the following pages remains in doubt. The trustees believe that a mix of success and failure in the projects it supports is inevitable as funding goes to agencies struggling with some of the most difficult problems facing communities today.

The Bean Foundation has supported projects initiated by most of the institutions with which Mr. and Mrs. Bean were involved during their lifetimes. Grants to the Manchester Institute of Arts and Science, the Currier Gallery of Art, the Boy Scouts, the Historical Societies of Amherst and Manchester and the Amherst Congregational Church reflect that continuity.

Child and Family Services of New Hampshire came into being in 1850 as the City Missionary Society. Known as the Family Welfare Society from 1929 to 1950, Mr. Bean served as President from 1931 to 1947. In four major grants since 1982, the Foundation supported efforts to develop a child advocacy program, to initiate a child abuse prevention program, to support an annual graduate internship in honor of Al Chicoine — the former director of the agency and a former Bean Foundation trustee — and to expand the family day care network.

On the other hand, New Hampshire Public Television did not exist during Mr. and Mrs. Bean's lifetime. Yet it received a major grant from the Bean Foundation toward the capital campaign for a new broadcast and office facility. Although the station is located in neither Amherst nor Manchester, the trustees supported this project because of the demonstrable benefits to the residents of those communities.

In Defense of the Environment

In Manchester, the Bean Foundation's efforts to enhance and preserve environmental quality have focussed on the architectural and visual quality of downtown. The Hanover Street restoration study, the renovation of the Palace Theatre facade, and the restoration of the bell tower of the Pandora Building in the Amoskeag Millyard are three examples of this effort. The public sculpture of the mill girl, an evocative reminder of Manchester's past, is another. In Amherst, the opportunity existed to protect part of our natural history.

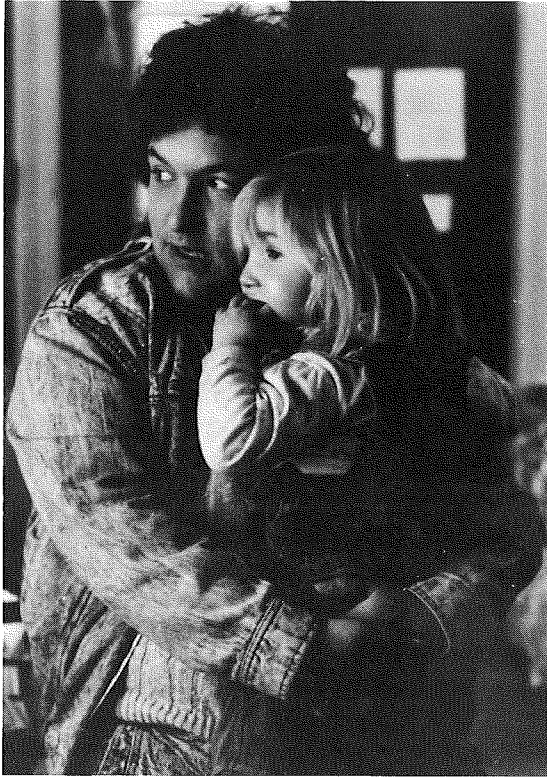


Created more than 10,000 years ago and now perched at the edge of an area of great population density, the Ponemah Bog serves as a home for unusual flora and fauna associated specifically with a bog environment.

Ponemah Bog features a three acre pond surrounded by a floating sphagnum mat which is, in turn, encircled by upland oak and pine woods and a few isolated wetlands. Very different from a marsh, kettle-hole ponds such as Ponemah Bog are deep and steep sided. Plants form a mat which slowly edges out over the pond, creating a "quaking" effect when walked upon. What started as a large block of ice from the disappearing glacier, then turned to water before becoming a bog, will eventually become a swamp. The name "Ponemah" was borrowed long ago from Longfellow's "Hiawatha" in which Ponemah refers to the end of the hereafter. The bog is a living museum and an unusually fine example of a bog for southern New Hampshire. Situated near high population areas with good accessibility, it is a valuable educational tool in our efforts to understand our geological and glacial past. This 75 acre sanctuary came under the protection of the Audubon Society in 1979-80 through the generosity of Dr. and Mrs. Homer F. McMurray.

Left alone, the property would need no management. But making it accessible to the public required implementing a program to prevent damage to the bog. Since 1914 the Audubon Society of New Hampshire (ASNH) has been dedicated to the conservation of wildlife and natural resources throughout the state. Through a variety of conservation techniques ASNH protects various habitats important to wildlife such as fresh and salt water marshes, bogs, swamps, islands, and different kinds of woodlands, totalling more than 4,000 acres. The Bean Foundation provided funds to ASNH to construct a boardwalk. Then a challenge grant to support a local fundraising effort produced an endowment fund which supports the annual costs of maintaining the bog. An interpretive trail guide was also developed and is available to the public free of charge.

In Defense of Children



Family income significantly influences access to health care delivery systems in the United States. Although the evidence is clear that preventive health care is not only less expensive but also more likely to succeed than corrective or remedial care, consistent comprehensive community health care is far from universally available.

In 1960 Selma Deitch, a physician and public health professional, returned to Manchester where she had grown up. After working in the hospital emergency rooms in the city and consulting with private physicians, she concluded that many of Manchester's children did not have access to health care delivery systems best designed to meet their needs. Working with others in the community, Dr. Deitch developed a program in which early assessment and intervention would likely result in diminishing the effects of poor health conditions on young children, eliminating the need for more costly treatment and services later.

In 1980 Dr. Deitch and her colleagues formed Child Health Services (CHS) and solicited Bean Foundation support for this innovative approach to child health care in

Manchester. The Board had identified public funds to operate the program but needed financial assistance to renovate a facility. The trustees agreed to underwrite the cost of the renovation.

A year's experience confirmed that families using CHS needed assistance to understand child growth and development and their role as parents. Thus, CHS redefined the role of family support and, in 1981, asked the Bean Foundation to fund a family support worker. The Foundation agreed and the result was so successful that today there are eight family service workers.

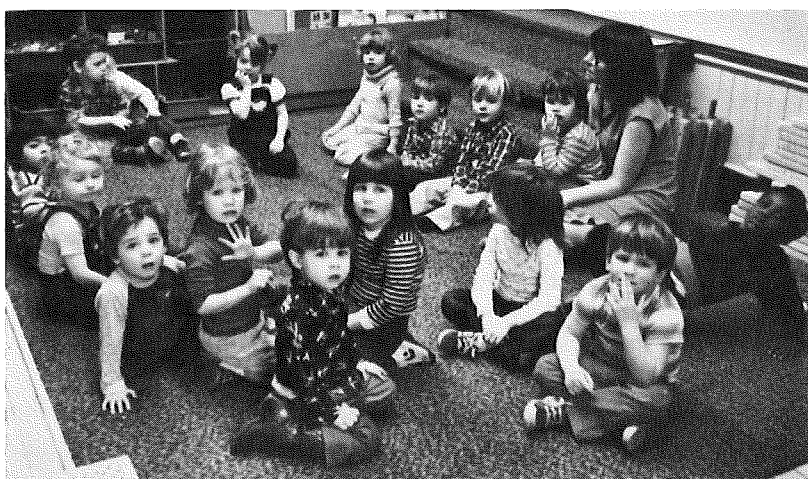
Although any family is eligible that has at least one child under six for whom the present health system is not working, the two priorities are families with infants and families with a handicapped child. Once a family is accepted into the program, all the children in that family are eligible to receive health care from the agency; they may continue with CHS for as long as the agency's services best meet the family's needs. Ten years have passed since the program's inception and more and more of the families have teen-aged children. In attempting to meet the needs of older children, CHS developed a project which the Bean Foundation agreed to support: a teen theater troupe. Recruited from the Manchester high schools, about thirty teenagers work with a part-time director and a drama coach to analyze issues affecting teenagers and to create skits which concern issues such as alcohol and drug abuse, single parent families, sexual identity, eating disorders, suicide and AIDS. The troupe performs before high school classes, parent groups and other organizations. After the performance, the actors and actresses talk with the audience and answer questions in two ways — in the role of the character they were playing, and as themselves. Students generally find the

plots realistic and usually identify with the characters. Communicating with each other, with their peers and with adults, the student actors have created an environment which encourages mutual understanding.

The Greater Manchester Child Care Association (GMCCA) provided Manchester's low and moderate income families with affordable, comprehensive child care for a number of years. It also provided access to the additional services needed by the families and guardians of abused and neglected children. Between 1980 and 1985 the Bean Foundation awarded \$25,000 to support these efforts. Nevertheless, GMCCA found itself struggling to maintain services in an environment of changing regulations and other organizational and administrative demands. When it became clear that it no longer would be able to meet those demands, representatives of its board and other community leaders sought an alternative to insure that Manchester's working families would continue to have access to high quality child care.

The Manchester based Visiting Nurses Association (VNA) had a long and successful history in serving New Hampshire's parents and children, as well as in providing complete home health services. The VNA knew that United Way had identified expansion of affordable child care services as a priority need for greater Manchester. Deciding that it was administratively and financially feasible, the board of the VNA responded positively to a request by GMCCA that it operate the child care centers which were now in danger of closing. The VNA had staff trained in early childhood education and child development, backed by a team of health and social service professionals who were experienced in working with parents and children. While all the families might not need direct access to the additional services that the VNA offered, each family at the child care center could benefit from the agency's involvement. However, the VNA board determined that in order for the project to be viable, the center would have to be given a long-term lease, the building would have to be brought up to code — with everything from a sprinkler system to handicapped access — and outstanding loans would have to be forgiven so that the VNA would have to assume no more than \$50,000 in debt.

The Bean Foundation had confidence in the VNA and its ability to tackle new ventures. The Foundation had supported successful VNA projects including initiation of a hospice program, and development of a model program for child abuse and neglect prevention. The Bean Foundation awarded \$20,000 for renovation to the child care facility and forgave the principal and interest balance of a \$20,000 loan. Added to the efforts of labor unions, suppliers, banks, other foundations and public agencies, this support made it possible for the GMCCA and its programs to be absorbed by the VNA.



In Support of Women

The Young Women's Christian Association of the United States of America (YWCA), as stated in its purpose, "draws together women and girls of diverse experiences and faiths, that their lives may be open to new understanding and deeper relationships and that together they may join in the struggle for peace and justice, freedom and dignity for all people."

In the mid seventies, the leadership of Manchester's YWCA, committed to this mission which spoke of social change and purpose, set out to identify and meet the needs in the community. Women were taking control of their lives, and the YWCA, both nationally and locally, was part of this movement.

Manchester YWCA's brainstorming efforts concluded that, in the words of one participant, "hardly anything was happening and everything was needed." The YWCA hired a Director of Special Services for Women and a series of forums were held. With the goal of empowering women, providing support for them to be strong and in charge of their own lives both physically and economically, programs were developed to address such problems as rape, domestic violence, and employment. Space needs became critical. The upper floors of the YWCA were renovated, with the support of the U.S. Department of Housing and Urban Development, to provide apartments for the handicapped. In 1980, The Bean Foundation joined the effort to improve and expand the facilities by providing barrier free access throughout the building and improving and expanding office and program space. Over the ten years covered in this report, the Bean Foundation provided \$167,000 to the YWCA's capital program, to initiate new projects, and to enhance existing programs including the Everywoman's Center, the Woman's Career Center, Emily's Place, and a life skills program for disadvantaged girls.

The Everywoman's Center began as a drop-in information and referral center, staffed by volunteers, where women gathered to relax or to meet with others who shared their particular concerns or interests. Career planning, job-seeking, on-the-job training and employment rights are the focus of the Women's Career Center, a part of the Everywoman's Center. The Women's Resource Center, started in 1982, has evolved into the Women's Crisis Service. It provides information and referral on educational and employment related services, as well as resource files on such topics as parenting, women's health, rape, incest, and sexual harassment.

In 1988, Emily's Place opened as Manchester's first shelter for battered women, providing safe shelter for up to five women and fifteen children for six weeks. Emily's Place offers help with job hunting, relocation and schooling, plus weekly health clinics and support group meetings. A grant from the Bean Foundation was awarded on a challenge matching basis to encourage others to support the effort to establish a shelter for women in Manchester.

The Bean Foundation, in 1983, awarded a grant to start the YWCA's life skills program for disadvantaged girls. This program, whose goal is behavioral change, is now so successful that it receives the highest allocation of any United Way program in Manchester. It serves 100 girls per day after school, and 50 per day in summer. As the program experience grew, the program's Advisory Committee suggested that there be more specific training for life skills. With the 1988 grant from the Bean Foundation, the YWCA was able to hire staff to design and implement a program addressing safety, health and nutrition. That program has now been incorporated into the life skills program. These grants reflect a range of solutions to problems affecting women in Manchester and stand as a specific answer to one of the Bean Foundation's priorities: to extend services to individuals and groups that are not well provided for through current programs.

Services to the Community



Manchester is a city which for many years has attracted disparate ethnic groups. But when Eileen Phinney arrived in the nineteen-sixties, she discovered a population of Latin Americans who were struggling to make the transition to the North American way of life. In 1972, with funding awarded under the federal Comprehensive Employment and Training Act, Mrs. Phinney and her colleagues created the Latin American Center. With very limited resources, they struggled to increase communication not only between the Latin American community and the City of Manchester, but also among the Latin Americans themselves who came from many different countries and cultures.

In 1980, Susan Jenkins, a former Peace Corps volunteer who had served in Latin America, helped write a proposal to identify specific needs and the Bean Foundation provided funds to support development of programs and services to the Hispanic community. A woman's support group was just one of the programs which emerged from this effort.

In 1983 the Latin American Center undertook to secure a building to house its programs and become a visible community center for constituents. The effort took two years, with help from the Mayor and the City of Manchester. During this period, the Bean Foundation helped to fund a community organizing effort. Settled in the new building, the Center once again turned to the Bean Foundation to help pay for the services of a program director.

In 1988 the Bean Foundation provided funds to staff what proved to be a highly successful after-school tutorial program. Chris Kilburn, a recent graduate of Dartmouth, visited schools across the city to identify children who could benefit from an intensive tutorial program. Eventually thirty-five children were involved. Kilburn went to the schools during the day and, working closely with the classroom teacher, he spent two 45 minute sessions each week with each child. The children also came to the Center after school where they worked not only on improving academic skills, but also on building self-confidence. He tutored them in academic subjects, taught them to play chess and involved them and their families in other Center activities.

Housing the Poor

At the annual planning meeting in 1986, the Bean Foundation trustees identified availability of quality affordable housing for low and middle income families as an issue for particular focus over the next two to five years. According to the New Hampshire State Housing Authority, the median monthly rents in Manchester in 1986 were \$488 for a one bedroom apartment, \$566 for a two bedroom apartment and \$646 for a three bedroom apartment. A family needing a three bedroom apartment and spending 30% of its income on



housing would have required an income of \$23,250 per year (\$11.17 per hour). At the same time, the average income in Hillsborough County was \$17,139. From 1981 to 1986, income increased about 50% while housing costs doubled. The lack of affordable housing affected the ability of business to invest and expand in Manchester.

The New Hampshire Non-Profit Housing Corporation (NHNPHC), which started life as the New England Non-Profit Housing Development Corporation, had been primarily a provider of technical and management assistance for federally subsidized housing projects. In 1984 it launched a program to acquire and manage affordable housing units in Manchester. The Manchester Housing Development Project was directed at a range of housing needs from affordable family rentals to single room occupancy units. A Bean Foundation grant supported staff and operating expenses to enable NHNPHC to deliver direct housing services. The trustees made a three year commitment to this effort to expand affordable housing in Manchester.

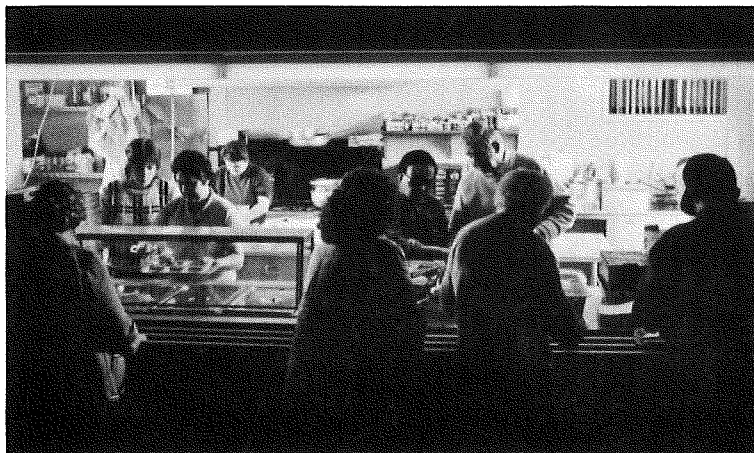
NHNPHC became the landlord of families for the "hard to house". All of its tenants had limited money. Some also had bad credit history, emotional problems, or substance abuse. The staff worked with tenants not only to provide housing, but also to locate energy assistance, food stamps and other social services, social security and other benefits. Ninety percent of the families served had incomes of less than \$10,000 annually. Their rent was \$80 to \$90 per week.

At the end of 1989, the demise of NHNPHC was imminent. The Bean Foundation had committed more than \$300,000 to preserve this nonprofit housing corporation for Manchester, but the local real estate market, the physical condition of its properties, and accumulated debt load left NHNPHC unable to meet operating expenses. At year end the Foundation, together with United Way and a statewide nonprofit organization active in the housing field, was looking for new solutions for the buildings NHNPHC owned and for the many people for whom decent housing in Manchester is still out of reach. There is no better example of the difficulty inherent in the commitment to risk some investment in organizations working on problems that are serious and difficult.

The Bean Foundation also helped establish the Security Deposit Revolving Loan Fund, another program designed to meet housing needs of families with limited income. While some families could afford the monthly rental fees, the security deposit required by many landlords exceeds the family's ability to pay. Using an expedited application process, a family can within days be accepted into this program. With a repayment rate of about 60%, 110 families received assistance in 1988-89 and another 150 families were expected to benefit in 1989-90.

Food and Shelter for the Poor and Homeless

New Horizons was created in 1974 as an organization to empower the poor. Among its founders was Sister Angie Whidden who also has served on the boards of the New Hampshire Nonprofit Housing Corporation and the Bean Foundation. By the late seventies, downtown churches, the Salvation Army, the City Welfare Department and others joined with New Horizons to open a soup kitchen which was New Horizons' first step into direct services. On Christmas eve, 1979, it opened the Soup Kitchen in a Winnebago Van that could seat 10 people at a time; others waited in line outside.



The process by which support developed for the Soup Kitchen was a classic example of the power of community organizing efforts. Originally there was one-on-one contact. Local churches joined the effort, then businessmen as individuals who belonged to the churches, then businesses, then the general community. Other than the Soup Kitchen, no agencies provided a daily meal to the needy, and food vouchers were of little use to the homeless who had no place to prepare a meal. A substantial number of people were unwilling or unable to function within the traditional welfare system, including the de-institutionalized, those with severe mental or alcohol related problems and others unable to understand and function within bureaucratic constraints.

As the community needs — and the programs to meet those needs — grew, the board of New Horizons searched for a permanent home where the agency's programs could be combined under one roof and where more people could be served more appropriately. In late 1984, Mr. and Mrs. Gerald Allard of Goffstown purchased the former Manchester Girls Club building and donated it to the Soup Kitchen.

New Horizons then set out to raise \$500,000. Since it had no natural fund raising constituency and did not offer prospective donors the quid pro quo which they might find from a museum, a theater, or other social or cultural organization, the task was not easy. Very early in the process, the Bean Foundation agreed

to give \$50,000 toward the campaign to renovate the facility into an emergency shelter and the Soup Kitchen. Along with \$30,000 donated by the Amoskeag banks, the Bean Foundation grant served as an example to others, signalling the campaign's urgency and importance and its prospects for success. In twenty weeks \$586,000 was raised.

In 1989, an average of 120 people were served a hot meal each night between 4:30 and 6:00 p.m. The shelter can accommodate a maximum of 75 men and women who have no other place to sleep. Breakfast is served to the shelter guests. In 1986, the average length of stay was five nights and increased to ten nights by 1989.

The shelter itself addressed only part of the problem of homelessness. Those without jobs would spend the day wandering in the city and taking shelter in public buildings and business establishments until it was time to return to New Horizons for the evening meal. In 1988, the Bean Foundation donated \$10,000 for renovation to the facility to accommodate a day program for homeless individuals.

The day program provides on-site delivery of health and social services. By bringing into the shelter representatives from other community service agencies and programs such as the Veteran's Administration, food stamp office, job training, adult basic education, housing and health services, New Horizons helps shelter guests take the necessary steps toward independence. This approach is gaining acceptance nationally as a humane and effective way to reach the permanently homeless.

The Performing Arts and a Place in Which to Perform



Opening night of Manchester's Palace Theatre on April 9, 1915, was hailed by the local press as the grandest sensation of the century — albeit only fifteen years old at the time. The first fireproof theater in New Hampshire, it was one of the finest legitimate theaters north of Boston. Until the thirties, vaudeville, stock companies and silent movies took their turn on the Palace stage. Then new art deco movie theaters like the State on Elm Street (now torn down) were built in central city areas. The Palace became a movie house with only occasional stage productions.

After World War II, the movement from center cities to suburbs, and the development of outdoor theaters, shopping malls, multiple theaters and home television decimated audiences at downtown theaters like the Palace. In the late 1960's, it was purchased by New Hampshire College for use as an auditorium and classroom space to supplement existing space until the college moved to its new North River Road campus. Seats were removed, stage equipment left to deteriorate, and then the Palace was put up for sale.

In the early 1970's, with the moral support of his fellow trustees, John R. McLane, Jr., a senior Bean Foundation trustee, and an informal committee of interested people began to explore the feasibility of owning and operating The Palace. The New Hampshire Performing Arts Center was incorporated in October 1973 to be the operating company, followed five months later by the creation of the Palace Theatre Trust, a separate real estate corporation which, with Bean Foundation support, purchased the building in July 1974. Renovation began immediately. The purchase and renovation totaled \$300,000, all of which was provided by grants and loans from the Bean Foundation. A capital fund drive to save an abandoned fifty year old theater in a declining down town, inner-city location would have had little appeal in 1974. Estimates of construction of a facility of equal quality ran to \$3 million. But with Bean Foundation support this gem of a building had been preserved.

In December of 1980, during a severe cold snap, a sprinkler pipe burst over the projection booth at the top of the balcony, sending cascades of water down the balcony and over the rail and through the ceiling into the orchestra seats, the orchestra pit and the dressing rooms. Insurance paid for most of the damage. During the three months that the theater was closed for repairs, new lighting was installed for the front of the house and the undamaged part of the building ceiling was also painted. These improve-



ments were paid for with a loan from the Bean Foundation. About the same time, the Bean Foundation took an additional step to support the Palace Theatre, providing funds to initiate a fund raising drive to create an endowment for the Palace Theatre Trust.

In 1984, the Palace Trust for the first time appealed to the public for capital funds and raised \$430,000, of which \$25,000 came from the Bean Foundation. Twenty-five percent of the total raised was put into an endowment managed by the New Hampshire Charitable Fund and the remainder was used in 1985 for major renovations such as new seats, renovation of stage rigging, a new roof and a new "smoke house" at the top of the stage house. The Bean Foundation also provided a construction loan that was repaid as campaign pledges were collected. In 1988, the balcony was renovated and the original chairs were removed and completely renovated to match the orchestra seats. A new electrical lighting board was installed. The cost was \$107,000 of which \$50,000 was financed by a loan from the Bean Foundation.

In summary, the Bean Foundation helped the Palace Theatre Trust through its formation and made it possible for the Trust to carry out its first major fund drive. Lucia Merritt, the long-time treasurer of the Palace Theatre Trust says: "The Bean Foundation taught us how to fish." The loans made it possible for the Palace to do the renovations sooner than otherwise would have been possible. The income from the endowment fund has helped to repay the loans.

The Palace Theatre's operating company, the New Hampshire Performing Arts Center, has also received a series of grants from the Bean Foundation over the last decade to support staff expansion, the

development of promotional activities and an annual membership program. Seventy five years after the theater first opened, some 65,000 theater goers during the 1989-90 season will enjoy the Preservation Hall Jazz Band, The Alvin Ailey Repertory Ensemble, The Nutcracker, The Taming of the Shrew, South Pacific, The Flying Karamazov Brothers, a series of eight concerts on Friday and Saturday evenings by the New Hampshire Symphony Orchestra, three operas presented by the Opera League of New Hampshire, and more than a dozen other examples of drama, dance, music and entertainment.

The Palace Theatre is also the home of the New Hampshire Symphony Orchestra. In 1974, James Bolle, an internationally respected musician and director of Monadnock Music which gives summer concerts in the Peterborough area, was approached by a group of Manchester citizens encouraged by the availability of the Palace and interested in bringing a professional symphony orchestra to Manchester. On January 24, 1975, what is now the New Hampshire Symphony Orchestra made its debut in the newly renovated Palace Theatre, and was greeted with enthusiasm by the Boston critics.

In 1980-81 the Bean Foundation provided \$9,000 for a fully staged performance of Mozart's opera "Don Giovanni", an exceptionally interesting production with exceptionally high costs. Over the next decade, the Bean Foundation gave more than \$50,000 for a number of purposes, all of which had as their common goal to increase the subscriptions and improve marketing and promotional activities. Because of the limited seating capacity of the Palace, only half of the Symphony's annual income is earned; the remainder comes from contributions. During the 1988-89 season, attendance was 97%, with subscribers accounting for 72% of the house. A subscription renewal rate of 75% in that year demonstrated the high degree of support by the subscribers.

The renovation of the Palace Theatre helped to change Manchester's perception of itself. Redevelopment became a real possibility. Music, opera and legitimate theater did have a place in Manchester's life and at the end of the decade the city had begun to define itself as a cultural center. By supporting the Palace Theatre restoration, the New Hampshire Performing Arts Center and the New Hampshire Symphony Orchestra, the Bean Foundation helped to enable these major cultural institutions to achieve stability and growth.

To Help the Voluntary Sector

The Denver-based Piton Foundation shared the concern of other critics that the United Way system of allocating its resources was not sufficiently responsive to newly developing needs and that organizations and programs established to serve minority communities or deal with emerging or controversial issues do not easily qualify for United Way membership or support. To open up the system, the Piton Foundation donated \$100,000 to United Way of America which distributed the money among 20 local United Way organizations. United Way of Greater Manchester was given \$5,000, with a three to one matching requirement.

The Bean Foundation was receptive to the goal of making the United Way more flexible and responsive. The planning capacity in place in Manchester enabled the United Way to identify problems and needs in the community, but the regular allocation process did not make it possible to act quickly to use this information. The Bean Foundation gave \$7,500 which was added to the \$5,000 given by the Piton Foundation and \$7,500 that the United Way of Manchester contributed. United Way funded several new programs

which would not otherwise have been eligible for support. The venture grant project was so successful that now United Way allocates one percent of its annual campaign for this purpose.

In 1985 the United Way of Greater Manchester decided to examine how to support efforts at community problem solving. The Board of Directors believed that in order to develop the appropriate mix of programs of prevention and intervention, it would have to start with an assessment which would identify the seriousness of community problems and the adequacy of services available to address those needs. This would provide a vehicle for more informed decision making. United Way of Manchester, with Bean Foundation funding, hired a Portland, Maine firm affiliated with the University of Southern Maine to conduct such a survey which was released in 1986 and resulted in the establishment of a network of 120 people to focus on four areas: housing, substance abuse, child abuse and neglect, and teen age suicide. One of the recommendations of the housing network resulted in the creation of the security deposit loan fund discussed earlier.

Through other grants to United Way of Manchester, the Bean Foundation helped to make available brochures addressing needs of the unemployed and of high school drop-outs, both of which have received national circulation. The Foundation also provided funds so that United Way of Manchester could take advantage of an opportunity — offered by United Way of America to only 12 of the 2,500 local United Way agencies — to employ an intern.

Summary of Grants and Loans

by Field of Interest

Year	Arts & Humanities	Education	Environment	Health	Social & Community Services	Voluntary Sector	Total
1980	\$ 52,750	54,750	5,000	50,000	162,150	26,300	350,950
1981	54,644	26,695	9,000	38,532	230,364	32,500	391,735
1982	20,000	35,880	2,900	46,500	138,672	72,068	316,020
1983	76,910	40,325	12,400	32,500	123,773	49,000	334,908
1984	61,250	31,500	39,490	5,000	147,178	50,620	335,038
1985	233,000	17,840	11,500	—	153,650	91,850	507,840
1986	82,500	25,800	15,000	5,700	186,620	44,000	359,620
1987	63,790	22,000	9,000	—	168,955	25,500	289,245
1988	81,500	26,000	5,000	35,400	402,564	47,750	598,214
1989	79,580	60,200	9,000	15,000	349,800	38,890	552,470
TOTAL	\$805,924	340,990	118,290	228,632	2,063,726	478,478	4,036,040

Grants & Loans Awarded 1980-1989

Arts and Humanities

American Stage Festival, Milford

1980	Matching grant to encourage new season subscriptions	2,000
1985	Toward capital campaign feasibility study	7,500
1986	For the capital campaign	12,500
1988	To initiate the position of Community Relations Director	14,000
1989	For second year salary of the Community Relations Director	8,000

Amherst Community Foundation

1986	Initial general support for the Amherst Community Players	1,500
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Amherst Town Band

1988	To purchase music, instruments and sound equipment	3,000
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Amherst Town Library

1980	For architectural assessment of two facilities to meet need for additional library space	1,000
1981	To purchase large print books	500
1981	For architectural work on expansion and relocation of the library	5,000
1984	For microfiche equipment	4,500
1985	Challenge grant toward local capital campaign for building improvements and expansion	20,000
1986	For building improvements and expansion	10,000

Association for Retarded Citizens, Manchester

1989	To expand the Rainbow Theatre	3,000
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Currier Gallery of Art, Manchester

1982	For improvements to exhibition areas	5,000
1985	For art restoration and improvements to storage areas	3,000
1987	To update and republish the handbook on the permanent collection	25,000
1989	As matching funds for the NEA grant to relabel the permanent collection	4,000

Federated Arts of Manchester

1980	Interim support for administrative costs	2,000
1982	Challenge grant to increase fundraising in 1983	3,000
1989	To develop a cultural plan for Manchester	15,000

Festival Theatre Guild, Milford

1981	For initial expenses to establish annual benefit event	500
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Grace Church, Manchester

1982	For the concert series	500
1984	For the concert series	250

Greater Manchester Center for Arts and Music, Manchester

1986	To initiate a music program at a local Head Start program	1,000
1988	For renovations to the building to create additional classroom and group learning space	5,000

Gruber Foundation, Goffstown

1983	For improvements to create a teaching and performance facility at the Egmont Music Center	1,500
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Historical Society of Amherst

1980	Toward restoration of the Wigwam to serve as a community museum and reading room	5,000
1982	Toward publication of an updated history of the Town of Amherst	2,500
1988	Challenge grant for development of an archive at the Amherst Town Library	3,000

Manchester Choral Society

1983	Toward costs of spring concert	1,000
1986	For special anniversary concert	3,000
1989	For cash flow management – LOAN	5,000

Manchester, City of

(See also listings under *Environment & Social Services*)

1981	To initiate Riverfest, an annual performing arts festival	1,000
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Manchester City Library

(See also listings under *Environment*)

1983	For conversion of library records to accommodate automated systems	30,000
1985	For automation of library systems and creation of a regional library information network	7,500
1987	For acquisition of computers and other equipment for an adult literacy center at the library	11,190

Manchester Historic Association

1981	For replacement of oil burner	7,644
1984	For repairs and capital improvements – LOAN	14,500
1987	For restoration of 1870 map of Manchester	600
1987	Initial support to establish a staff position for educational programs	5,000
1989	To purchase audio-visual equipment	5,500

Manchester Institute of Arts and Science

1983	For replacement of auditorium seating	5,000
1984	To initiate a certificate program in photography	2,000
1985	Toward the capital campaign for improvements and repairs to the facility	12,500

Manchester Parks and Recreation

1980	To initiate a theater project involving senior citizens	2,500
1986	To commission artwork for placement in a downtown public park	12,500

Merrimack Valley College, Manchester

(Subsequently UNH/Manchester)

1981	For production of an engagement calendar to commemorate a local history project	2,000
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Monadnock Music, Peterborough

1989	To support a collaborative venture with the Opera League of New Hampshire on an opera production	7,500
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New Hampshire Archeological Society, Exeter

1989	To complete the analysis of materials and artifacts from the Ft. Eddy archeological dig site on the Merrimack River and to publish the findings	5,000
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New Hampshire Art Association, Manchester

1986	For improvements to the Hanover Street Gallery – LOAN	25,000
1989	For sponsorship of a traveling exhibition	1,500

New Hampshire Charitable Fund, Concord

(See also listings under *Environment & Voluntary Sector*)

1980	To establish a statewide performing arts revolving loan fund	10,000
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New Hampshire Council for the Humanities, Concord

1983	For lectures on poetry in the Manchester Public Library	600
1983	For lectures on Shakespeare in the Manchester Public Library	500

New Hampshire Historical Society, Concord

1983	For educational programming in Manchester schools	1,310
1985	For staffing to create public access to a Manchester archaeological site	2,500
1989	To microfilm 19th and 20th century Manchester area newspapers	4,080

New Hampshire Performing Arts Center, Manchester

1981	Toward the salary of executive director	10,000
1982	For repairs and improvements to the Palace Theatre	5,000
1985	Toward cost of promotional activity for the facility and season	5,000
1986	For development of annual membership program	2,500
1989	Toward sponsorship of the Hanover Street Fine Arts Fair	1,500

New Hampshire Philharmonic Orchestra, Nashua

1989	To support rescoring the <i>Nutcracker</i> ballet for a performance at the Palace Theatre	1,500
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New Hampshire Public Television, Durham

1985	Toward the capital campaign for a new broadcast and office facility	50,000
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New Hampshire Symphony Orchestra, Manchester

1980	For joint production of the opera, <i>Don Giovanni</i> , with Monadnock Music	9,000
1981	To support improved marketing of tickets and subscriptions	6,000
1983	For expanded season publicity and guest artist fees	12,000
1985	Toward promotional expenses for the season	5,000
1985	Partial guaranty for a new Sunday concert series	10,000
1986	For continued development of the Sunday concert series	7,500
1987	For a telemarketing project to support subscriptions sales	12,000

New Hampshire Youth Orchestra, Hanover

1980	For costs of a performance at the Palace Theatre in Manchester	500
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Palace Theatre Trust, Manchester

1981	To initiate endowment fundraising drive	6,000
1981	For emergency repairs to the theatre – LOAN	14,000
1982	Toward expenses of fundraising for the Palace Theatre Endowment Fund	4,000
1983	Toward costs of capital campaign for improvements and endowment	25,000
1984	For payment of capital campaign expenses – LOAN	21,000
1985	For repairs and improvements to the theatre – LOAN	105,000
1988	For improvements to the balcony – LOAN	50,000

Peacock Players, Amherst

1986	To purchase audio visual equipment	2,000
1988	Toward costs of spring production	1,500

Phillips Exeter Academy

1980	For preparation of a report on Manchester archaeological site	750
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Stage One Productions, Goffstown

1984	Cash flow assistance for production expenses – LOAN	5,000
1985	Cash flow assistance for production expenses – LOAN	5,000
1986	Cash flow assistance for production expenses – LOAN	5,000
1987	For acquisition of computer equipment	5,000
1989	To hire a consultant for market research and planning	5,000

Very Special Arts New Hampshire, Concord

- 1987 To initiate a theater arts program involving the developmentally disabled 3,000

West Side Catholic Regional School, Manchester

- 1988 For a cultural heritage program with students and French speaking residents of the community 5,000
1989 For participation in a computerized international exchange network 3,000

WEVO, Concord

- 1980 Continued initial general support for New Hampshire public radio 20,000
1981 Toward costs of publicity in the Manchester area 2,000
1989 Toward the capital campaign for a new broadcast facility 10,000

Education

American-Canadian Genealogical Society, Manchester

- 1987 For professional consultation on the capital fund drive 2,000

Amherst PTO

- 1981 For installation of a public address system in the Wilkins School 2,000

Amherst School Department

(See also listings under Social and Community Services)

- 1982 For a summer music program at Wilkins School 1,300
1982 Toward costs of a computer education program at the Middle School 1,580
1982 For an education program on television viewing at the Middle School 3,000
1983 For participation in programs of the Corporate Council for Critical Skills 5,290
1988 For participation by Wilkins Elementary in the NH Alliance for Effective Schools School Improvement Program . 3,500

Channel One, Manchester

- 1984 Initial general support for alternative education program 8,500

Corporate Council for Critical Skills, Milford

- 1981 For programs in Manchester and Amherst schools 5,000
1982 For summer program involving Manchester and Amherst educators and students 5,000

Daniel Webster Council, BSA, Manchester

(See also listings under Social and Community Services)

- 1985 To establish a career awareness program in Manchester high schools 7,500

Dartmouth College, Hanover

- 1980 For two Manchester teachers to attend the Humanities Institute 4,000

Derryfield School, Manchester

- 1982 Toward the capital campaign 5,000
1983 Toward scholarship endowment for Manchester students 10,000
1985 For production of materials to be used in planned giving program 2,000
1989 Toward the capital campaign for an arts auditorium 20,000

Elderworks, Hanover

- 1986 To develop a volunteer program in cooperation with local science museum 2,500

Forum of US/Soviet Dialogue, Manchester

- 1983 Toward costs of hosting a citizens' exchange visit in Manchester 5,000

Manchester Central High School Scholarship Trust

- 1983 For a program to increase annual contributions to the scholarship fund 2,500

Manchester School Department

- 1981 To establish a school/community program at Hillside Junior High School 3,835
1982 To purchase production equipment for the school newspaper at Central High School 4,000
1982 To purchase production equipment for the school newspaper at Central High School - LOAN 10,000
1983 For development of an elementary curriculum on computer education 3,700
1983 For acquisition of CPR instructional equipment 1,500
1984 For an assessment of future school facilities needs 6,000
1988 To provide an alcohol- and drug-free party 2,500
1989 To initiate an alternative learning program at West High School for at-risk students 10,700

Milford Area Senior High School

- 1983 To establish community drug and alcohol education program 3,000
1983 For improvements to athletic facilities 1,500

New Hampshire Alliance for Effective Schools, Concord

- 1989 To encourage Manchester schools to participate in the School Improvement Program 5,500

New Hampshire Association for Children & Adults with Learning Disabilities, Manchester

- 1981 To develop services to Manchester public schools 1,000

New Hampshire College, Manchester

- 1980 To support establishment of a development program for the college 15,000
1989 To support workshops on social involvement for New Hampshire students 2,000

New Hampshire College & University Council, Manchester

- 1984 To initiate collaborative programs involving Manchester public schools and area post-secondary institutions 8,500
1985 Continued funding for collaborative programs with Manchester public schools 8,340
1986 To support cross-curricular writing program in Manchester colleges and public schools 8,300

Notre Dame College, Manchester

- 1981 For expansion of the college library 5,000
1982 For professional services to support development office 6,000
1987 For building renovations and materials to establish a student support center 10,000
1989 To buy equipment for a student-operated radio station 17,500

Pine Haven Boys Center, Allenstown

- 1980 To establish a year-round educational program 7,000

Saint Anselm College, Manchester

(See also listings under Social & Community Services)

- 1980 To complete endowment of the Norwin S. and Elizabeth N. Bean Foundation Distinguished Lecturer Series 20,000
1980 For computer equipment to be used in public service programs in cooperation with the City of Manchester 4,000
1980 For a continuing education workshop on nursing practice research 750
1988 Toward the capital campaign for the library expansion 20,000

Science Center of New Hampshire, Holderness

(Formerly Squam Lakes Science Center - see also listings under Environment)

- 1981 To initiate an environmental education program in the Manchester and Amherst schools 2,860
1982 For educational program in Manchester and Amherst schools 1,900

Southern New Hampshire Services, Goffstown

1984 Initial general support for Project SEE, an experiential science museum 5,000

St. Joseph Diocesan Regional Jr. High School, Manchester

1989 To support initiation of a development program 4,500

St. Paul's School, Concord

1980 To improve alumni support for the Advanced Studies Program 1,500

Trinity High School, Manchester

1981 For feasibility study of major capital campaign 3,000

1981 For acquisition of musical instruments 4,000

1983 For staff attendance at training program on development 835

1983 For professional consultation to Development Office 7,000

1987 Toward scholarship endowment 10,000

University of New Hampshire at Manchester

(Formerly Merrimack Valley College)

1984 To purchase resource materials for the Small Business Development Center 3,500

1986 To support offering college courses for Manchester high school students 15,000

Women for Higher Education, Manchester

1980 Interim support for programs and services in Manchester 2,500

Environment

(Including historic preservation & urban design)

Amoskeag Neighborhood Association, Manchester

1980 To support development of design guidelines for the corporate housing district 5,000

1981 To complete nomination of the Amoskeag Neighborhood to the National Register of Historic Places 5,000

Audubon Society of New Hampshire, Concord

1983 For construction of educational facilities at Ponemah Bog in Amherst 3,000

1984 To establish public education program in Manchester public schools 5,000

1984 Toward endowment for Ponemah Bog in Amherst 5,000

Cooperative Extension Service, Manchester

1981 To purchase equipment for the urban gardening project in Manchester 1,500

Keep Manchester Beautiful

1984 General support for the Clean Community Program 10,000

Manchester City Library

(See also listings under Arts & Humanities)

1989 For landscaping to the Library grounds by the Manchester Garden Club 5,000

Manchester, City of

(See also listings under Arts & Humanities and Social & Community Services)

1982 Toward start-up expenses of the Clean Community Program 1,000

Manchester Housing Authority

1981 Toward restoration of a bell tower in the Amoskeag Millyard 2,500

Nashua Regional Planning Commission

- 1984 To initiate a Friends of Baboosic Lake Association in Amherst 1,000

New Hampshire Charitable Fund, Concord

(See also listings under Arts & Humanities and Voluntary Sector)

- 1983 For architectural and planning fees on improvements to the Machinist/Opera Block 5,000
1984 For architectural assessment and professional fees related to redevelopment of Machinist/Opera Block 3,490
1984 To secure purchase option on Machinist/Opera Block – LOAN 15,000

New Hampshire Wildlife Trust, Manchester

- 1989 To fund initial operating expenses of Earth Day 1990 4,000

Science Center of New Hampshire, Holderness

(Formerly Squam Lakes Science Center – see also listings under Education)

- 1988 Toward the capital campaign for expansion of the facility 5,000

Society for the Protection of NH Forests, Concord

- 1983 For public education programs in Manchester 2,400
1986 For initiation of the Trust for New Hampshire Lands, a statewide land preservation program 15,000

Task Force on Historic Preservation, Concord

- 1983 Toward feasibility and planning study of statewide historic preservation organization 2,000

Health

Catholic Medical Center, Manchester

- 1981 To purchase equipment for a health promotion program for the elderly 1,132
1985 For fundraising to increase contributions for the prenatal clinic for low income women 8,000

Center for New Hampshire's Future, Concord

- 1982 For development of a model health care cost containment project for Manchester 3,000
1982 Contingent grant and guaranty toward required local match for Manchester project 20,000

Child Health Services, Manchester

- 1980 For renovation of program facility 20,000
1981 To initiate position for a family support worker 12,000
1988 Initial general support for a teen theater troupe to present dramatizations on issues of interest to teens 7,000

Elliot Hospital, Manchester

- 1981 For an assessment of the adequacy of nursing home beds in the Manchester area 1,900
1981 To support training of staff and volunteers for the hospice care program 5,000
1983 For development of transitional services for elderly patients 10,000

Elliot Hospital/Catholic Medical Center, Manchester

- 1982 For sponsorship of a conference on joint hospital systems 1,500
1982 To study the feasibility of a medical care facility for the Grenier Field Industrial Park 3,500
1983 Toward feasibility study of multi-institutional health care system 10,000

Farnum Center, Manchester

(Formerly Manchester Alcohol Rehabilitation Center)

- 1980 For initial expenses of a residential treatment facility for alcoholics 25,000
1983 For improvements to the facility to expand alcohol treatment program 5,000
1984 To initiate halfway house for women alcoholics 5,000
1988 Toward costs of converting to gas heat and securing an oil storage tank 5,000

Health Education Consortium, Manchester

1982 To purchase office equipment 6,000

Manchester Family Planning

1982 For improvements to medical records systems 4,000

1988 For a market research project directed at improved revenue generation and client retention 13,000

1989 To buy furnishings for the new facility 7,000

Manchester Fire Department

1987 For acquisition of portable defibrillation equipment 8,000

Milford Regional Counseling Services

1985 Initial general support for a program of individual and family counseling 3,500

1986 For supervision of student interns 3,200

1989 For energy improvements to the facility 2,000

1989 For energy improvements to the facility - LOAN 4,000

National Council on Alcoholism, Manchester

1988 For training crisis intervention staff 3,900

1989 For a consultancy on strategic planning and fundraising 2,000

New Hampshire Eye Bank, Manchester

1982 For promotional materials and equipment to expand participation in Manchester 1,000

New Hampshire Indian Council, Manchester

1981 To survey the need for health services among native Americans in the Manchester area 1,000

New Hampshire Lung Association, Manchester

1980 For development of a classroom program on smoking for Manchester high school students 2,500

New Hampshire Red Cross Blood Services, Manchester

1981 For feasibility study and capital campaign planning 4,500

North Country Institute, Concord

(See also listings under Community Services)

1988 To advocate for better prenatal care on behalf of low-income women in Manchester 5,000

Pastoral Counseling Services, Manchester

1983 Matching grant to encourage contributed operating support 7,500

1987 For initiation of a group counseling program for adolescents 1,000

Souhegan Nursing Association, Milford

1980 Toward initial costs of adding home health aides to the service 2,500

1986 For development of computerized information system 2,500

VNA of Manchester & Southern NH

(See also listings under Social & Community Services)

1981 To support home nursing visits in conjunction with hospice care program 13,000

1982 Continued support for hospice services 7,500

1988 For one-day board and management retreat focusing on development 1,500

Social and Community Services

American Red Cross, Nashua

1989 Toward costs of establishing a Milford office and expanding services to Amherst 7,000

Amherst Athletic Association

1982 For repairs to the Wilkins Field baseball backstop 591

Amherst Recreation Department

1983 For preparation of an athletic fields master plan 10,000

1983 Challenge grant toward improvements to athletic fields 25,000

Amherst School Department

(See also listings under education)

1983 For improvements to public playground at the Clark School 1,500

1984 For improvements to public playground at the Clark School 8,500

Amherst Soccer Club

1989 Toward construction of a dedicated soccer facility 12,000

Amherst, Town of

1984 For engineering study of the Brick School building 8,000

1986 For public education about proposed improvements to town buildings 5,000

Big Brothers/Big Sisters of Greater Manchester

1982 To continue production and distribution of a newsletter 695

1983 For acquisition of office equipment 990

1984 For completion of slide/tape show to be used in community fundraising 400

1986 For billboard advertising project to improve volunteer recruitment 1,500

1988 For equipment and production expenses to develop a training and recruitment video 5,975

1989 Toward costs of a consultancy on fundraising and development 6,500

Big Brothers/ Big Sisters of Greater Nashua

1985 For expansion of services to Amherst 2,000

CAP Belknap-Merrimack Counties, Concord

1987 Toward purchase of computer and software for the Senior Companion Program in Manchester 2,000

Caregivers, Manchester

1986 For consultancy to support first annual appeal 3,500

1987 For creation of slide/tape presentation to be used in fundraising 3,000

1989 For a board retreat and management training 750

Chamber of Commerce Foundation, Manchester

1986 To establish the "Leadership Manchester" program 5,000

Child and Family Services of NH, Manchester

1982 To support child advocacy program 15,000

1984 To initiate a child abuse prevention program 15,000

1986 For the fund to support an annual graduate internship in honor of Al Chicoine 15,000

1988 For expansion of the family day care network 11,930

Commission on the Status of Women, Concord

1982 For Manchester area program of the Task Force on Employment Problems 10,000

Congregational Church of Amherst

1980	For restoration of the church organ	16,850
1984	For installation of an elevator	8,000
1987	For repair and painting of the church exterior	3,500
1989	To remodel the church sanctuary and make final repairs to the church organ	5,000

Court Appointed Special Advocates, Manchester

1989	To initiate a program of recruiting volunteer paralegals for juvenile cases in Manchester and Goffstown courts	30,000
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Daniel Webster Council, BSA, Manchester

(See also listings under Education)

1980	To purchase new kitchen equipment for Camp Carpenter in Manchester	8,000
1986	For the capital campaign, restricted to improvements at Camp Carpenter	10,000

Easter Seal Society of New Hampshire, Manchester

1981	Toward construction of a new facility	25,000
1984	To initiate day rehabilitation program	10,000
1986	To purchase video equipment for the job training program	2,000
1988	For a staff position to initiate a model service program for head-injured clients	10,000

Employment Connection Specialists, Manchester

1989	For consultant on business planning and fundraising	4,000
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FISH, Mont Vernon

1980	Interim general support for volunteer service program	300
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Girls Club of Manchester

1981	For an energy audit of the facility	3,000
1982	For interim general support and professional services related to organizational planning	10,000

Girls Club of Manchester/YMCA, Manchester

1980	To support joint recreational programs for adolescents	2,500
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Granite State Independent Living Foundation, Goffstown

1983	To establish a fund for deaf interpreters service in Manchester	2,000
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Greater Manchester Child Care Association

1980	For construction of playground equipment at West Manchester site	3,000
1981	For project to expand employer support for day care services in Manchester	8,000
1982	For a study of the day care market in Manchester	5,000
1982	For energy conservation improvements to the facility - LOAN	3,745
1983	To support expansion of services for infants and toddlers	3,000
1985	For expansion of the facility in order to accommodate young children	6,000
1988	For management of operating deficit - LOAN	20,000
1988	For repayment of debt in order to facilitate merger with VNA (b/o NH Charitable Fund)	17,096

Greater Manchester Family YMCA

1980	For a capital campaign feasibility study	4,500
1981	Toward the capital campaign for expansion and improvement of the facility	75,000
1982	For a pilot project to offer activities at Hillside Junior High School	2,185
1983	Toward second phase of capital campaign	5,983
1984	To purchase playground equipment for the child care program	5,000
1985	For resource materials for the child care program	5,000
1986	For acquisition of computer equipment and software - LOAN	45,000
1988	To purchase equipment and furniture for the child care program	3,000

Greater Manchester Mental Health Center

- 1981 Toward staff salary for the sexual abuse and incest project 7,000

Havenwood/Heritage Heights, Concord

- 1983 Challenge grant to support capital fundraising through Manchester and Amherst Congregational parishes 5,000

Hillsborough County House of Correction, Goffstown

- 1981 For initiation of a motorcycle maintenance course 4,000
1985 For staff attendance at a national conference on learning disabilities 1,174

Human Services Council of Greater Manchester

- 1980 For a program and management review of several small social service agencies in Manchester 10,000
1980 To support parent education programs of the Adolescent Pregnancy Prevention Committee 10,000
1981 For analysis and public education on the effects of federal block grants in Manchester 10,000

International Center, Manchester

- 1987 For expanded outreach during the amnesty period established under the 1987 Immigration Reform Act 7,000

Jack & Jill Kindergarten, Amherst

- 1983 For improvements to public playground facilities 1,500
1988 Matching grant to purchase new chairs for the kindergarten 1,000

Jewish Community Center, Manchester

- 1980 For renovations to the facility and for materials and equipment to support expanded youth programming 5,000
1982 For energy conservation improvements to the facility – LOAN 10,000

Junior Students to Offset Peer Pressure, Amherst

- 1986 Matching grant to encourage support from individuals 4,000

Latin American Center, Manchester

- 1980 To support further development of programs and services to the Hispanic community in Manchester 15,000
1983 For community organizing staff 13,000
1985 For staff expansion; to establish position of program director 8,500
1986 Continued support for program director's position 8,120
1988 For development of an after-school tutoring program 15,000
1989 Toward costs of a board development and organizational planning consultancy 4,050

Manchester, City of

(See also listings under Arts & Humanities and Environment)

- 1984 To initiate revolving fund for short-term housing placement 5,000

Manchester Consolidated Services

(See also listing under Voluntary Sector Development)

- 1984 For staff attendance at a national conference on information & referral services 778
1985 For staff attendance at a national conference on information & referral services 643
1986 For initiation of the annual International Festival – LOAN 3,500
1988 To extend operation of information & referral service on weekday evenings 8,000
1989 For consulting fees and expenses to develop a computerized transportation linking system 6,000

Manchester Girls and Boys Club

- 1984 Toward the capital campaign for facility improvements 25,000

Manchester Housing Council

- 1987 To support a feasibility study and workplan for a Manchester community land trust 10,000

Manchester Management Review

1984 Toward a study of city government operations 5,000

Manchester-Nashua 4-H Council

1981 For feasibility analysis and planning of a youth run business in Manchester 3,000

1985 Matching grant for improvements to Pine Hill Nature Center 8,000

Manchester North Soccer League

1989 For construction of playing fields on city-owned land 5,000

Manchester Police Department

1989 To buy equipment for the "Friends in Blue," a youth outreach initiative 8,000

Merrimack County Task Force Against Domestic Violence, Concord

1985 Toward acquisition of a shelter facility that will serve women from Manchester among others 1,000

New Hampshire Association for the Blind, Concord

1982 Toward the capital campaign for construction of a new headquarters facility 10,000

New Hampshire Catholic Charities, Manchester

1984 Initial general support for Manchester food bank 7,500

New Hampshire Community Development Finance Authority, Manchester

1988 Initial support for a newly created entity to raise investment and loan capital for housing development projects 5,000

New Hampshire Community Loan Fund, Concord

1988 To provide financing for resident acquisition of a mobile home park in Manchester – LOAN 150,000

1989 For a family housing project developed by the Sisters of Mercy in Manchester – LOAN 200,000

1989 \$12,500 for operating support and \$5,000 as an addition to permanent capital 17,500

New Hampshire Division of Welfare, Manchester

1983 For educational materials on child sexual abuse 1,000

New Hampshire Legal Assistance, Concord

1985 Toward automating information and management systems in the Manchester branch office 3,000

New Hampshire Nonprofit Housing Development Corporation, Manchester

(Formerly New England Nonprofit Housing Development Corporation)

1984 For research and planning of the Manchester Housing Program 6,000

1984 For clerical support to the Steering Committee on Affordable Housing Opportunities 2,000

1985 For the Manchester Housing Rehabilitation Program 12,000

1985 Partial guaranty of a revolving credit line for development and acquisition of housing units 33,333

1986 For cash flow management – LOAN 20,000

1987 General support to stabilize and secure the future of a program to expand affordable housing in Manchester 114,700

1987 For Low Income Housing Network to establish a security deposit revolving loan fund for Manchester 20,000

1988 Second year funding for Manchester affordable housing program 100,000

1988 Addition to the security deposit revolving fund of the Low Income Housing Network 10,000

1989 General support to be paid in three monthly grants to support current operating expenses 8,500

New Hampshire Social Welfare Council, Concord

1980 For analysis and coordination related to social services planning in Manchester 3,000

1982 For development of social services information management system in Manchester 20,000

New Horizons for New Hampshire, Manchester

1985	Toward the campaign to renovate a facility for emergency shelter and meals program	50,000
1988	For renovations to the facility to accommodate a day program for homeless individuals	10,000
1989	For the Phil Kenney dinner	1,000

North Country Institute, Concord

(See also listings under Health)

1981	For initiation of a neighborhood watch program by New Hampshire People's Alliance groups in Manchester	5,000
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Organization of Day Care Providers, Manchester

1985	For establishment of an educational toy lending program	2,000
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PRAISE Inc., Manchester

1984	For initiation of peer counseling program in Manchester area schools	2,000
1985	For expansion of peer counseling program to additional Manchester high schools	15,000

Saint Anselm College, Manchester

(See also listings under Education)

1989	To evaluate the effectiveness of the Parent/Baby (ad)Venture	6,000
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Samaritans of South Central NH, Manchester

1986	Initial general support for suicide prevention program	3,000
1987	To purchase Merlin telephone system	2,000
1988	For office computer systems and related staff training	3,563

Souhegan Valley Association for the Handicapped, Milford

1980	To continue a program of arts and crafts construction and the sale of handcrafted items	5,000
1982	Toward construction of a new workshop facility	20,000
1983	For construction of facility - LOAN	28,000
1984	For improvements to woodworking equipment	5,000
1986	For development of the homebound employment program to serve Manchester and Amherst residents	15,000
1989	Toward replacement of the vans	5,000

Special Transit Services, Manchester

1981	Interim general support	4,370
1982	For demonstration project to consolidate agency transportation	5,000

St. Joseph Community Services, Nashua

1981	For social activities in conjunction with Manchester elderly meals program	750
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Transitional Employment Enterprises, Boston

1980	For program to prepare and place developmentally disabled individuals in private sector jobs	4,000
1981	Continued support for job development and placement services in Manchester	4,000

Varney School Apartments, Manchester

1987	For expansion of library at elderly housing facility	3,000
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VNA of Manchester & Southern NH

(See also listings under Health)

1983	For a project to help qualified elderly clients with federal assistance applications	11,800
1986	To initiate a child abuse/neglect prevention program for high-risk families	20,000
1988	For improvements to day care facility previously operated by the Greater Manchester Child Care Association	20,000

Webster House, Manchester

1981	To purchase equipment for resident operated radio station	744
1984	To initiate a home-based family counseling program	4,000

William J. Moore Regional Services, Manchester

1982	For energy conservation improvements to the facility – LOAN	6,622
1984	To initiate staff position for public relations and volunteer management	15,000
1987	For equipment used in job training program	3,000

Women in Search of Hope, Manchester

1986	For consultancy and program to increase visibility of the organization and its services to low income women	6,000
1989	For a leadership training program	5,000

YWCA, Manchester

1980	Toward the capital campaign for improvement and expansion of facilities	75,000
1981	For planning and development of the programs for the Everywoman's Center	5,500
1982	To support establishment of a woman's career center	19,834
1983	For expansion of services for girls & adolescents	15,000
1984	For programs of the Women's Career Center	15,000
1985	For programs of the Women's Career Center	6,000
1986	To initiate emergency shelter facility for victims of domestic violence	20,000
1988	To initiate a life skills program for disadvantaged girls	12,000
1989	To renovate a facility to accommodate the girls' program and WISH center	13,500
1989	To renovate a facility to accommodate the girls' program and WISH center – LOAN	13,500

Voluntary Sector

Antioch New England Graduate School, Keene

1985	To support participation by Manchester organizations in the Management Institute for NH Nonprofits	5,000
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Manchester Consolidated Services

(See also listings under Social & Community Services)

1983	For program related to National Volunteer Week	3,000
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New Hampshire Charitable Fund, Concord

(See also listings under Arts & Humanities and Environment)

1980	For services to affiliated trusts, other grantmakers and nonprofit organizations	18,500
1981	For services to affiliated trusts, other grantmakers and nonprofit organizations	20,500
1982	For services to affiliated trusts, other grantmakers and nonprofit organizations	21,000
1982	For sponsorship of a seminar on endowment management	718
1982	To establish the Norwin S. and Elizabeth N. Bean Revolving Loan Fund	25,000
1983	For services to affiliated trusts, other grantmakers and nonprofit organizations	18,500
1983	To augment the Norwin S. and Elizabeth N. Bean Revolving Loan Fund	25,000
1984	For services to affiliated trusts, other grantmakers and nonprofit organizations	18,120
1984	To augment the Norwin S. and Elizabeth N. Bean Revolving Loan Fund	25,000
1985	For services to affiliated trusts, other grantmakers and nonprofit organizations	18,350
1985	To augment the Norwin S. and Elizabeth N. Bean Revolving Loan Fund	62,500
1986	For services to affiliated trusts, other grantmakers and nonprofit organizations	19,000
1986	For the William Hart Revolving Loan Fund	25,000
1987	For services to affiliated trusts, other grantmakers and nonprofit organizations	21,500
1988	For services to affiliated trusts, other grantmakers and nonprofit organizations	22,750
1989	For services to affiliated trusts, other grantmakers and nonprofit organizations	23,890
1989	For preparation and publication of a ten-year report	15,000

United Way of Greater Manchester

1980	For acquisition of a computer to be used in campaign management	6,000
1980	For conversion of the joint mailing lists program to new computer equipment	1,000
1981	For energy management consulting services to Manchester nonprofit organizations	12,000
1982	For staff development program of Greater Manchester Association of Social Agencies	350
1982	To initiate staff position for communications	5,000
1982	For energy management consulting services to Manchester nonprofit organizations	20,000
1983	To support a United Way of America internship	2,000
1983	To purchase board training materials for Manchester organizations	500
1984	For initiation of a special project grant program	7,500
1985	For improvement of the community needs assessment process	6,000
1987	Toward publication of a youth services directory and initiation of an informative program for youth	4,000
1988	For the capital campaign to establish an endowment	25,000
1989	To initiate position for student assistance program coordinator in order to continue community-wide planning to improve drug & alcohol abuse prevention and treatment services	10,000

Voluntary Action Center, Manchester

1980	For production of a sound/slide presentation on the role of volunteers in Manchester service agencies	800
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Norwin S. & Elizabeth N. Bean Foundation

Condensed Financial Statement

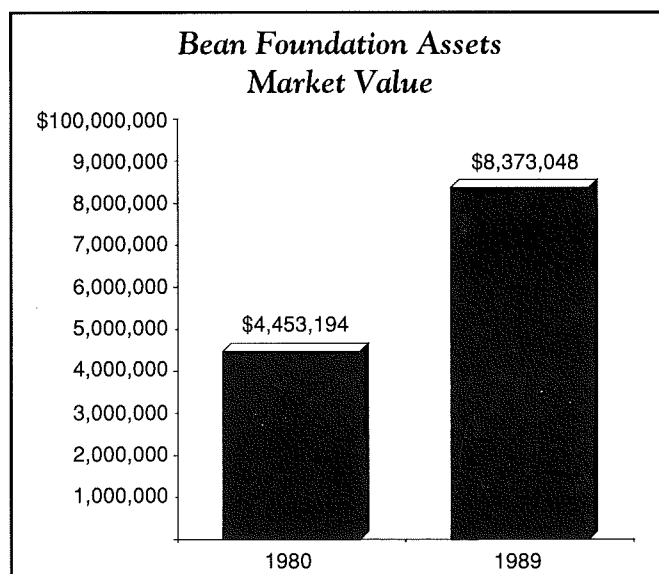
December 31, 1989
(unaudited)

Assets

Invested cash		\$ 341,059
Investments (at cost)		
Stocks (market value \$ 4,460,689)	\$ 2,458,352	
Bonds (market value \$ 3,471,300)	3,357,500	
Notes (net of \$ 50,000 allowance)	100,000	5,915,852
Total assets		6,256,911

Liabilities and Fund Balances

Liabilities – unpaid grants		93,050
Principal fund		
Balance from 1/1/89	5,808,329	
Net gains from investment sales	310,967	
Balance 12/31/89		6,119,296
Income fund		
Balance 1/1/89	74,316	
Interest and dividends	450,304	
Grants paid	(337,991)	
Trustee fees and expenses	(13,963)	
Investment management	(44,017)	
Bookkeeping, legal and audit	(25,315)	
Excise tax	(4,550)	
Other administrative expenses	(4,219)	
Provision for loan loss	(50,000)	
Balance 12/31/89		44,565
Total liabilities and fund balance		6,256,911



Trustees

Senior

Robert P. Burroughs 1967-1978
Frederick W. Griffin 1967-1985
Harry B. Gilmore 1967-1979
John B. McLaughlin 1967-1975
John R. McLane, Jr. 1967-
James A. Shanahan, Jr. 1982-

Term

Joanne K. Shildneck 1975-1979
Msgr. Philip J. Kenney 1979-1981
Hilda W. Fleisher 1980-1982
Ann Snow 1981-1983
Albert E. Chicoine 1983-1985
Elizabeth Lown 1984-1986
Anne Zachos 1985-1987
Charles A. DeGrandpre 1986-1988
Francis N. Perry 1987-1989
Sr. Angie Whidden 1988-
John H. Hoben 1989-

Term Trustee Designate
Christy H. Belvin 1990-



Back Row: John R. McLane, Jr., John H. Hoben, Francis N. Perry, James A. Shanahan. Front Row: Christy H. Belvin, Sr. Angie Whidden

Administration

Financial and Probate Administration

McLane, Graf, Raulerson and Middleton
P.O. Box 326
40 Stark Street
Manchester, NH 03105

Program Administration

New Hampshire Charitable Fund
P.O. Box 1335
One South Street
Concord, New Hampshire 03301

How to Apply for Grants and Loans

PROGRAM POLICY. The Norwin and Elizabeth Bean Foundation is a general purpose charitable foundation, and grants are made in the fields of arts and humanities, education, environment, health, social and community services, and development of the voluntary sector.

Grant support is allocated to Manchester and Amherst organizations based on the relative population size of the two communities, i.e. approximately 90% is spent on Manchester projects and 10% in Amherst.

Generally, at least two-thirds of available funds are awarded as grants for programs undertaken by nonprofit organizations and public agencies. The remaining one-third is allocated for capital needs, including acquisition of equipment, renovation or construction of facilities and additions to endowment.

General operating support grants are not made to ongoing programs, nor are grants made to eliminate previously incurred deficits.

Short-term operating support may be provided to new organizations or for new program initiatives of established organizations. Generally, grants are provided for expenditures over a period of one year.

ELIGIBILITY. Applications are accepted from nonprofit 501(c)3 organizations, municipal and public agencies serving the communities of Manchester and Amherst, New Hampshire. Priority consideration is given to organizations operating primarily in those two communities. However, the Foundation will consider applications from statewide or regional organizations which provide a substantial and documented level of service to Manchester and Amherst.

The Foundation does not make grants to individuals.

CRITERIA. Project applications are sought from organizations which have defined a significant problem or opportunity in their field, have a well-planned approach to addressing the issue and have skilled professional and voluntary leadership. Priority consideration is given to projects which:

- extend services to individuals and groups that are not well provided for through current programs;
- develop service capacity that can be sustained in the future because it will attract other funding and/or generate revenue;
- promote cooperation and resource sharing among community organizations;
- improve the financial stability and managerial capacity of established organizations;
- help service agencies in Manchester and Amherst prepare for the future and help them effectively meet emerging community needs;
- are models with value for replication, or provide new approaches that have been successful elsewhere.

The Bean Foundation has established a revolving loan fund which is administered by the New Hampshire Charitable Fund. Loans from this fund are made at below market rates to help with a variety of needs, including cash flow management, acquisition of property and equipment, repairs or improvements to facilities. The Foundation is particularly interested in lending for improvements to facilities which will make them more energy efficient.

APPLICATION PROCEDURES. Applications should take the form of a cover letter with appropriate enclosures explaining the purpose of the project and describing how that purpose will be accomplished.

Please review the grant criteria, and the items listed below. Applications should include all the information needed for a reader to understand your organization's plans and the importance and feasibility of your project. A response to each of the requirements listed and the appropriate attachments will constitute a complete application. Other information or attachments you believe would strengthen the case for support may also be provided.

- Briefly describe the applicant organization, its programs and goals.
- Describe the specific activity or project for which support is requested and how it will be accomplished.
- Indicate what needs the project is designed to address and how these have been determined.
- Are other agencies involved in similar programs? Indicate how you have learned from the experience of others and how your program will cooperate with or enhance other community services.

If the program proposed is intended to be ongoing, indicate what resources will be available to insure its continuation.

If the project is a one-time activity, describe the lasting benefit that will occur.

Outline the criteria by which your organization will evaluate results of the project.

Indicate any other support — financial, participatory or voluntary — that your project has attracted.

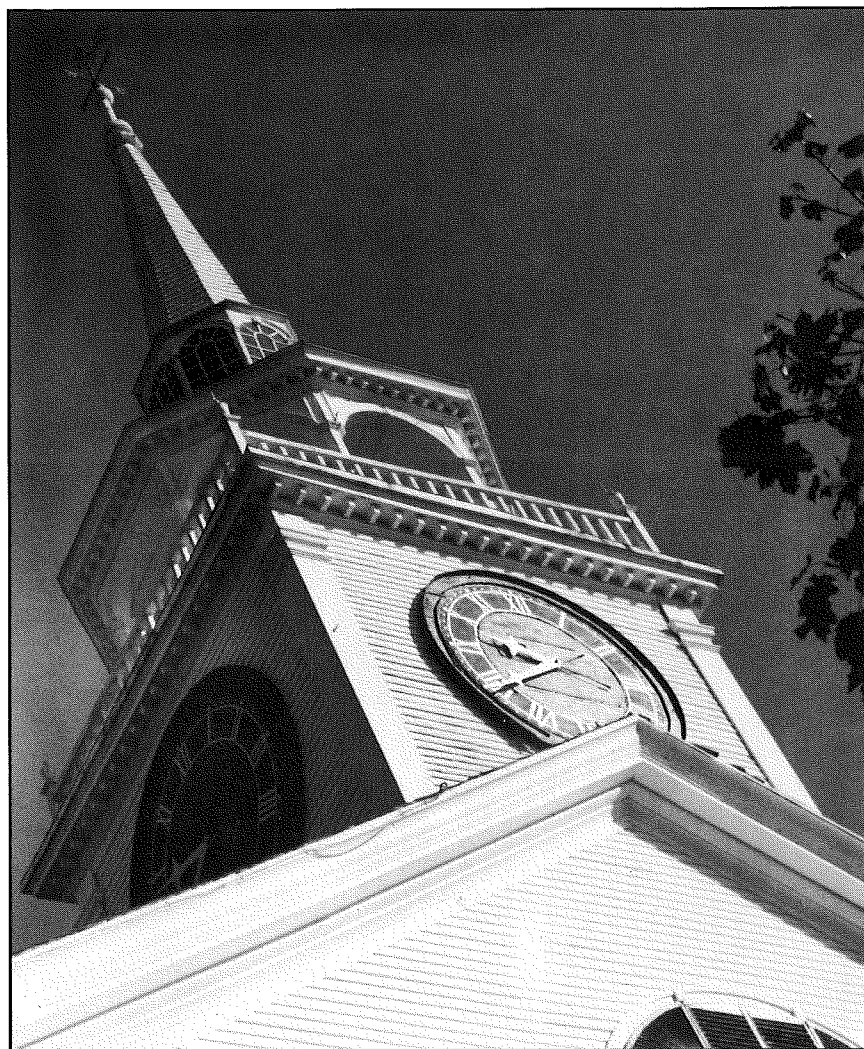
In all cases, applications should include:

- Itemized income and expense budget for the project indicating known and projected sources of financial support.
- Last available financial statement and current year's operating budget for the organization.
- Listing of the board of directors with their professional affiliations.
- Organization's Internal Revenue Service exemption letter.

Program staff at the New Hampshire Charitable Fund are willing to discuss potential projects before a formal application is submitted. The best approach is to write, describing the project briefly and indicating the amount of grant support sought.

NOTE: In completing the assessment and research necessary to properly present a proposal submitted to the Foundation, staff will consult with knowledgeable individuals and agencies active in the same field and will feel free to discuss, in general terms, any proposal under consideration.

WHEN TO APPLY: Grantmaking meetings of the trustees are held quarterly, with deadlines on the 1st of the preceding month. Application deadlines are (postmarked by) February 1 for consideration in March, May 1 for consideration in June, August 1 for consideration in September, and November 1 for consideration in December.



This report was written by Marjorie K. Smith.

Typesetting and design by Elizabeth Conner.

Photographs by: Chris Dornin – cover, inside front and back cover, and page 35; Mandana Marsh – pages 12 and 13; Doug Millett – page 8.

Other photos courtesy of New Hampshire Charitable Fund, New Hampshire Symphony Orchestra, Palace Theatre, and the Wish Center.