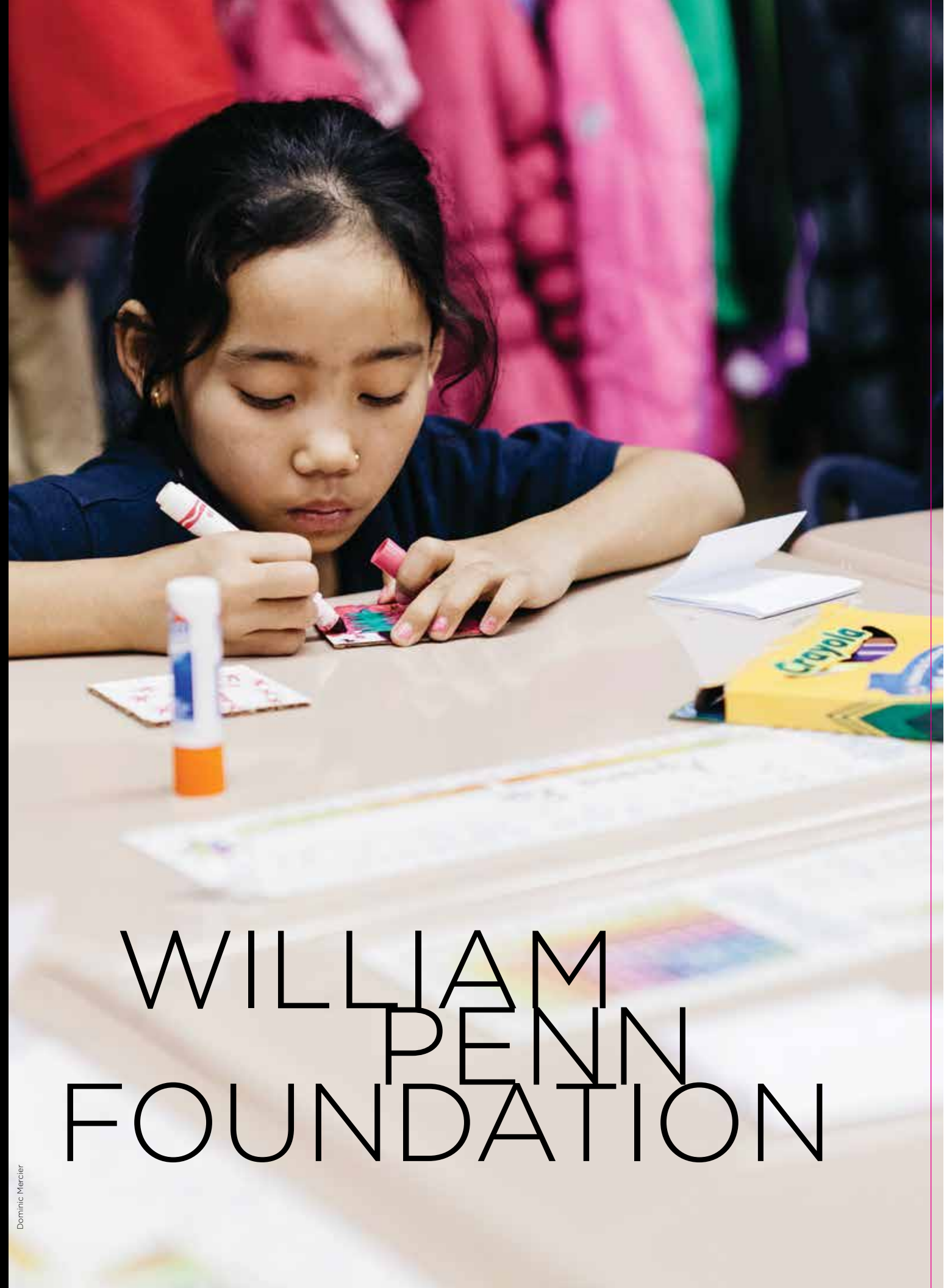


William Penn Foundation

SEEDING
CHANGE
GROWING
OPPORTUNITY

2014 Annual Report



WILLIAM
PENN
FOUNDATION

TO SUPPORT AND GROW PHILADELPHIA AS A VIBRANT, LIVABLE CITY, IN 2014...

VIBRANT COMMUNITY

7,267
acres of land protected

500,000
visitors to Spruce Street Harbor Park

248
school partnerships for arts education

300
miles of trails built

LIFE-SUSTAINING WATERSHED

218
GRANTS AWARDED

167
ORGANIZATIONS SUPPORTED

\$90,755,881
GIVEN IN SUPPORT

20,000
elementary and secondary students received a higher quality education

900
children attended early childhood education centers that will increase in STAR quality this year

SUCCESSFUL STUDENTS

AN EVOLVING PHILANTHROPIC VISION

As a foundation, our passion for improving the quality of life in the Philadelphia region dates back nearly 70 years. Throughout that time our philanthropy has evolved to address some of the region's most pressing issues and to preserve its most treasured assets.

In 2013, after listening to the needs of the community and our grantees, we redefined the Foundation's grantmaking strategies and put a sharper focus on education from early childhood through high school; the protection of the Delaware River watershed, a precious resource of clean water; and sustaining the vibrancy of Philadelphia by supporting the arts, culture, and development of public spaces.

2014 proved to be an exciting year as we saw early successes from these strategic refinements take shape. By collaborating with local and national partners, we made significant progress toward advancing and growing opportunity, sustainability, and effective solutions.

The year also marked two milestone initiatives at the William Penn Foundation. A landmark \$25 million grant to the Free Library of Philadelphia launched the Building Inspiration: 21st Century Libraries Initiative. The largest single grant in our history, this initiative advances both Great Learning and Creative Communities, and affords Philadelphia's 61 libraries and neighborhood spaces the opportunity to place themselves at the very center of the communities they serve. In Watershed Protection, we helped launch the Delaware River Watershed Initiative with \$35 million. This will fund nearly 50 grantees and change the way conservation organizations, communities, and scientists work together to positively impact the water supply for more than 15 million people. The initiative is quickly gaining momentum and has already attracted additional outside resources to support the effort.

This past year has been one filled with work we are proud of and eager to share in this annual report.

Tom Haas
Thomas Haas
Chair of the Corporation

Janet Haas, M.D.
Janet Haas, M.D.
Chair of the Board

Laura Sparks
Laura Sparks
Executive Director

Building Inspiration

The 21st Century Libraries Initiative reimagines libraries as gateways to learning, economic opportunity, and community engagement.

One in every two Philadelphians visited the Free Library of Philadelphia last year. They posed 3 million reference questions and borrowed more than 7 million items. But numbers only tell half the story.

PLAYING AN ESSENTIAL ROLE

Long a critical resource, libraries are now hubs of civic engagement, meeting changing community needs as other institutions close. They are engines of economic security, providing a host of services to job seekers. They are after-school enrichment for children, incubators for entrepreneurs, gateways for health insurance enrollment, technology centers for seniors, even culinary classrooms for aspiring chefs.

PREPARING FOR CHANGE

To help the Free Library's infrastructure match its evolving mission, the Foundation made a landmark \$25 million grant—the largest individual grant in Foundation history—launching the 21st Century Libraries Initiative. The multi-year effort will reinvent libraries as gateways to literacy, opportunity, and engagement and ensure that they can meet the ever-evolving needs of the community.

REIMAGINING GREAT SPACES

Libraries offer great physical and virtual spaces that are essential public resources in underserved communities. The Initiative draws on a new, community-driven model for libraries. It will reconfigure space for community use, creating vibrant centers where residents can gather to discuss timely issues or hear speakers of distinction.



2014 MILESTONE



Parkway Central Library

Two new public spaces will serve as centerpieces of the 90-year-old Central Library. The Common will be a welcoming space where the community can create, collaborate, and share ideas. Nearby, the Business Research and Innovation Center will house all business and career resources, aiding small businesses and those looking for employment.

Community Partnerships

With shrinking instructional resources, our public schools struggle to meet student literacy and technology needs. The Free Library is expanding its work with the School District of Philadelphia, which will better connect libraries to schools and provide enhanced academic support and a broader range of student services.

Neighborhood Libraries

Community libraries enthrall children during story hour, advise adults on resumes, and teach seniors to use computers. Each library's priorities differ based on the needs of the people it serves. With community input, the Free Library is renovating space and programs at five community libraries to serve as models for all others.

THE IMPACT

6 million visitors annually

9 million online visitors

500,000 cardholders

24,000 programs

9,000 small businesses supported

70,000 children in afterschool programs

30 languages spoken

500,000 e-books downloaded

Protecting the Watershed

Fifty environmental organizations have joined forces in an unprecedented collaboration to protect and restore the Delaware River watershed.



Jonathan Kolbe

“The Delaware River Watershed Initiative is an unprecedented effort to address complex, overlapping issues. What excites me is the strong emphasis on science with significant investment in monitoring and assessment of water chemistry and ecological communities to record change, and the development of a research agenda to fill gaps in scientific knowledge.”

Carol R. Collier, Senior Advisor for Watershed Management and Policy and Program Director for Environmental Studies and Sustainability, Academy of Natural Sciences of Drexel University



Four states. 13,500 square miles. 15 million people. The Delaware River watershed is a source of water across a large region, but fragmented approaches to its protection make its water quality highly vulnerable to degradation. Foundation grants totaling more than \$35 million over three years are aligning and accelerating collaborative efforts to demonstrate more effective ways to permanently preserve critical watershed lands and restore degraded waterways.

DEFINING THE FRAMEWORK

The Delaware River Watershed Initiative (DRWI) used data and scientific analysis to identify target areas within the watershed where actions are most likely to have the greatest impact in addressing four threats: loss of forests, depletion of underground water supplies, agricultural runoff, and stormwater. By design, Foundation grants focus on eight geographic areas and these four threats.

ALIGNING ACTION

The Delaware River watershed is home to many conservation organizations that have led successful preservation and restoration efforts. Now, with Foundation support through the DRWI, nearly 50 of these organizations are capitalizing on an unprecedented commitment to knit their work together in new ways. DRWI partners have prioritized project areas and aligned work to accelerate conservation. In addition, the Institute for Conservation Leadership, the Academy of Natural Sciences of Drexel University, the National Fish and Wildlife Foundation, and the Open Space Institute are working across all eight areas to facilitate these aligned efforts through capacity building, technical assistance, and re-grant programs.

MEASURING IMPACT

The ability to monitor water quality over time and across project areas is critical. For the first time, the Academy of Natural Sciences established standardized approaches to water quality monitoring in the Delaware River watershed to ensure consistency across all project areas. The data that result will be a powerful tool to demonstrate impact of this conservation work over time.

Sylvan Klein

2014 MILESTONE



Jonathan Kolbe

GREAT LEARNING

A high-quality education improves our children's lives and strengthens our city and our region. To ensure excellence in opportunities and outcomes, the Foundation supports learning and partnerships among schools, education-support organizations, and advocacy groups. Working together, we help children from Philadelphia's low-income families experience the academic success they deserve.

Increasing early learning opportunities for children

West Philadelphia Early Childhood Education Initiative



SEEDING CHANGE

Committed to civic engagement and alarmed by the fact that only 26 percent of children in its surrounding neighborhoods are enrolled in high-quality early education programs, Drexel University created the West Philadelphia Early Childhood Education Initiative to ensure that the youngest residents have access to high-quality learning opportunities early in life. Working with community partners, the Initiative identified 23 child care facilities in Mantua, West Powelton, and Belmont to which it provided teacher training, business support, and peer mentors. In addition, parent ambassadors engage in community outreach and help raise awareness about the importance of high-quality early learning.

GROWING OPPORTUNITY

By August 2017, the number of children benefiting from quality early education is expected to double. The Initiative's goal is to increase children's performance in early literacy and to raise reading proficiency at West Philadelphia elementary schools by an impressive 40 percent.

Jonathan Kolbe

"Being a parent ambassador in my community gives me strength to help others every day. It also lets me know that I'm on the right track with my children ... Parents working with other parents and getting them to talk to each other is very beneficial. It's nice to know we are not alone."

Tamicka Stephens, parent ambassador, WPECE

A voice for high-quality early education

Pre-K for PA

“Studies estimate that universal access to pre-k would provide \$7 of benefit—in the form of savings on special education, remediation, and support services, and increased earnings—for every \$1 invested.”

National Institute for Early Education Research, 2013

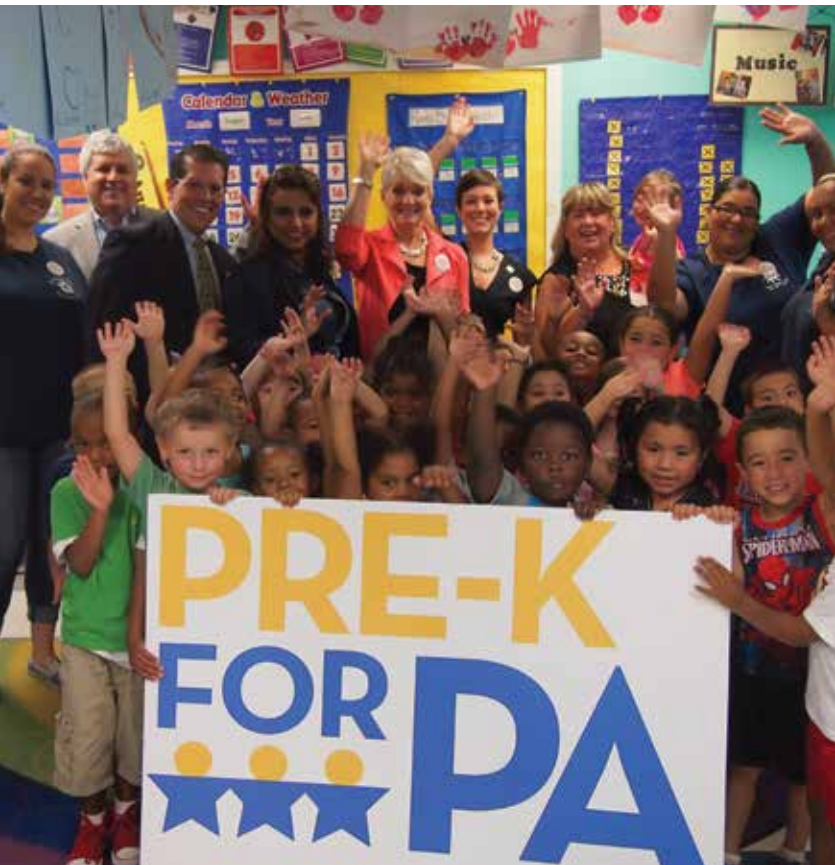


Photo courtesy Pre-K for PA

SEEDING CHANGE

Without strong learning opportunities, children are at a disadvantage from the start—more likely to fall behind in reading early on and drop out of high school in later years. Yet 70 percent of 3- and 4-year-olds in Pennsylvania do not have access to high-quality early learning opportunities. To help level the playing field, the Pre-K for PA coalition, which represents civic, business, and child-focused organizations, is working to ensure that all Pennsylvania children enter school ready to learn. By informing citizens and community and business organizations across the state about the positive economic and school-readiness impacts of quality pre-k, the coalition has already contributed to some early success, including an increase in state funding for early childhood education.

GROWING OPPORTUNITY

At its best, early education can close literacy gaps, support school and career success, and even reduce the likelihood of future unemployment and incarceration. With the support of multiple funders, Pre-K for PA is making sure that all children can benefit from early educational opportunities. And, by collaborating in an ongoing evaluation, the coalition will contribute to a primer of best practices that organizations and funders can use to improve similar efforts nationwide.

Photo courtesy PHEIND

Support networks extend reach of school programs

Philadelphia Higher Education Network for Neighborhood Development
United Communities Southeast Philadelphia

SEEDING CHANGE

College and career guidance, tutoring, organized athletics—these are just a few of the programs once funded by public schools that nonprofit organizations now provide. Even though nonprofits aspire to fill the gaps, school staff is often too overburdened to coordinate program delivery, resulting in missed opportunities for children. Grants to the Philadelphia Higher Education Network for Neighborhood Development and United Communities Southeast Philadelphia support coordinators who help nonprofit organizations to work with schools. This coordinating role, provided by grantees' staff or AmeriCorps VISTA members, connects students with programs matched to their needs and interests.

GROWING OPPORTUNITY

School becomes a more exciting and interesting place when students can experience a broader variety of offerings. Better outreach to students and teachers energizes the school climate and can help improve attendance, behavior, and classroom engagement. By identifying and supplying the essential elements needed to forge successful partnerships between schools and nonprofit organizations, coordinators help more students and schools to benefit from expanded programming, resulting in greater academic and life success.



“By having a coordinator, we have been able to form and foster partnerships that would have been otherwise impossible. Our coordinator has been instrumental in engaging and using our community partners to help our students who are struggling academically and socially by recruiting tutors and those who wish to help with socialized recess.”

Tangela M. McClam, Principal, Cassidy Academics Plus School



CREATIVE COMMUNITIES

A lively and creative community, Philadelphia is a welcome place for arts and culture, and we take pride in our great public spaces. Ensuring ongoing strength in the arts and sustaining a vibrant city require us to be curators, stewards, and innovators.

Leveraging national arts investments to activate public spaces

ArtPlace



SEEDING CHANGE

Arts and culture can play an important role in animating communities and public spaces, especially those that are underutilized. Visitors to Philadelphia's Spruce Street Harbor Park, a pop-up summer park along the Delaware River, or The Porch, an urban oasis at 30th Street Station, can attest to that. The transformation of both these projects from previously desolate areas to active and vibrant places were supported by ArtPlace, an organization that uses art as an energizing force in community planning and development locally and across the country. ArtPlace is funded by a collaborative of national and regional foundations, including the William Penn Foundation.

GROWING OPPORTUNITY

By elevating models of arts-related investment strategies, local ArtPlace projects can lead to national recognition, which increases opportunities to attract new funding from outside the city. It also focuses attention on potentially replicable models of creative placemaking, and exposes grantees to a peer network that encourages the sharing of innovative practices. With ArtPlace support, Spruce Street Harbor Park reinvigorated a waterfront space, attracting an estimated 35,000 people per week. Named a "best urban beach" by the *Huffington Post*, its success paved the way for future waterfront projects, including a summer 2015 park.

TO DATE, ARTPLACE HAS INVESTED
\$4,350,035 IN GREATER PHILADELPHIA.

Art-making expands learning

Fleisher Art Memorial, Community Partnerships in the Arts program



SEEDING CHANGE

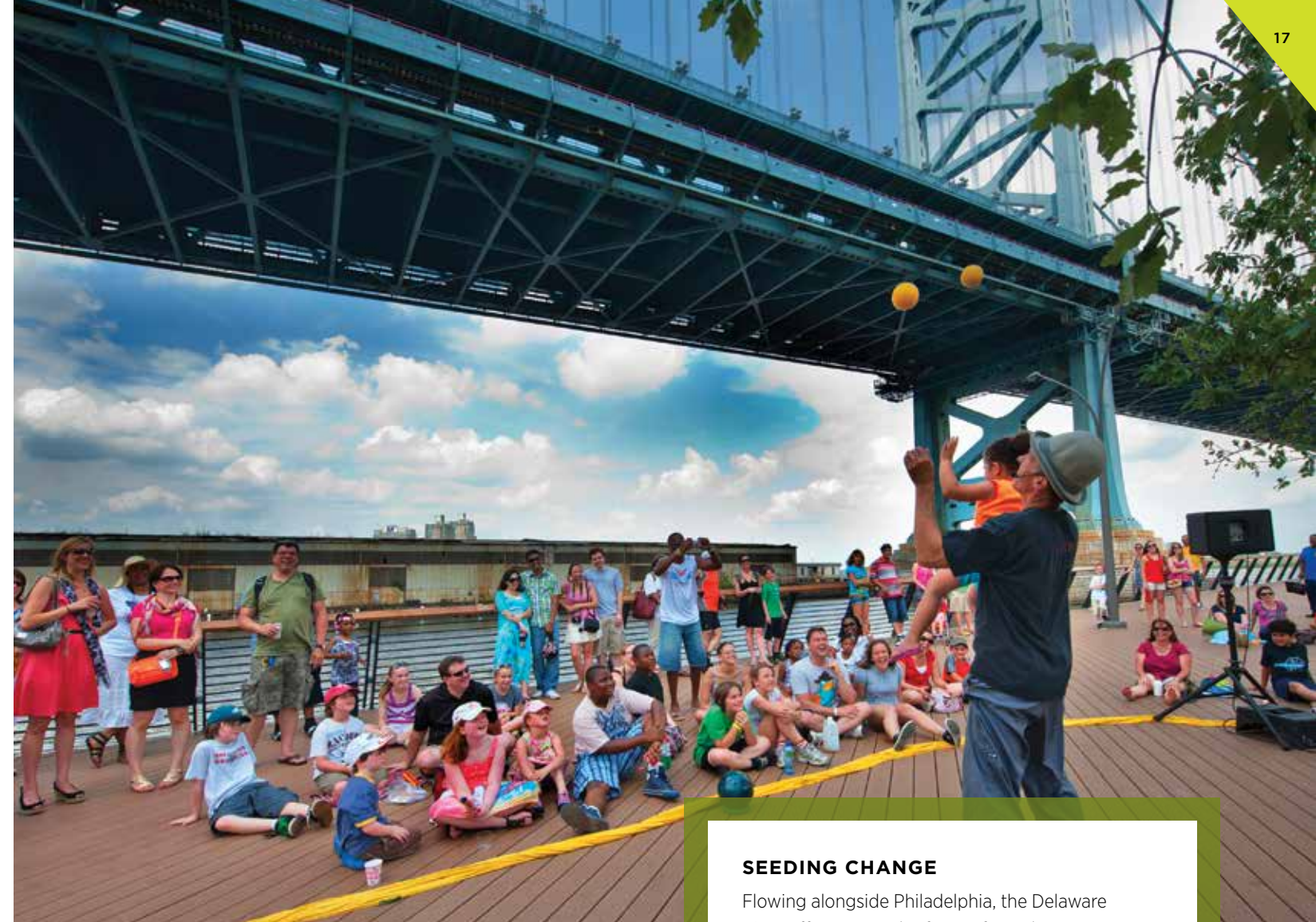
No matter the medium—drawing, ceramics, photography—art has the power to inspire. Fleisher Art Memorial—a century-old community arts organization in Bella Vista—was founded on this principle. What began with the idea of free classes for neighborhood children has become a place where anyone can be an artist. Fleisher extended this mission in 1997 with its Community Partnerships in the Arts program, which supports its belief that art enriches communities and stimulates creative and intellectual growth. The program pairs visual artists with classroom teachers. Together they develop creative projects that link school curricula with opportunities to teach art-making skills and techniques. The program has continued to expand, reaching hundreds of elementary, middle, and high school students each year.

GROWING OPPORTUNITY

Community Partnerships in the Arts sharpens teamwork skills, develops students as creative problem solvers, and introduces a broad range of art making—from sculpting and drawing to stop-motion animation and digital photography. Through this program, students become more engaged in classroom work and ultimately are more creative and innovative in multiple aspects of their learning.

Dominic Mercier

SINCE 1997, **5,290** STUDENTS HAVE PARTICIPATED IN COMMUNITY PARTNERSHIPS IN THE ARTS.



SEEDING CHANGE

Flowing alongside Philadelphia, the Delaware River offers a stretch of waterfront that was once dominated by industry. As the area transitions to residential and commercial uses, the Foundation is focused on reconnecting people to the waterfront, making increased public access a high priority. The Delaware River Waterfront Corporation recently completed its first significant projects: Race Street Pier opened in 2011 with dramatic views of the Ben Franklin Bridge; Washington Avenue Green and Pier opened in 2014 as an ecological park; and in 2015, Pennsport's Pier 68 will welcome users as an active recreational pier.

GROWING OPPORTUNITY

Located in three very different neighborhoods, these pier parks will ultimately connect through a continuous, multi-use riverfront trail. As private development continues, these initial public space improvements will serve as important models that set the tone for high-quality public access and provide the opportunity to engage with the riverfront and all it has to offer.

Transforming the riverfront into a destination for the public

Delaware River Waterfront Corporation

"We try to organize events that invite the community to discover what is here and to teach them why it's important to care about this space. With each new phase that gets built more people realize that they have this wonderful space in their backyard."

Debi Richter, member,
Friends of Washington Avenue Green



WATERSHED PROTECTION

Water quality has improved in much of the Delaware River watershed over the past several decades, yet accelerating, widely dispersed threats still exist. To address these threats, we must engage new audiences and turn them into advocates, use new technology to more effectively reduce pollution, and use applied scientific research to better understand ecological conditions and inform action.

A collaborative agenda improves conservation efforts

Academy of Natural Sciences of Drexel University



Jim Luech/Flickr, CC, color darkened

SEEDING CHANGE

Given the size and complexity of the Delaware River watershed, research often happens independently and communication among stakeholders is disconnected. Key research questions can go unanswered and opportunities for collaboration can be missed. To identify and prioritize research gaps relevant to the Delaware River Watershed Initiative, the Academy of Natural Sciences gathered a group of scientists, practitioners, and policymakers to better coordinate and craft a focused research agenda. This multidisciplinary group included hydrologists, engineers, biologists, and social scientists.

GROWING OPPORTUNITY

Working collaboratively, this group can more effectively accelerate conservation, identifying the specific research needs around threats to water quality currently being addressed by policymakers and practitioners. Scarce resources can be driven to the most critical questions, whose answers will have the greatest impact on water quality. In turn, connecting on-the-ground efforts with a research agenda will help transform the watershed into a living laboratory for conservation approaches that will test innovations and improve existing practice.

Jonathan Kolbe



Performance art delivers clean water message to new audiences

Invisible River

"Invisible River is a show that enables community to happen in a very beautiful place that doesn't seem accessible to everybody. It creates awareness, it gives exposure to art, and it's really fun."

Amy Barr, aerial dance collaborator



SEEDING CHANGE

Last July, hundreds of people lined the Schuylkill River's banks and more piled into small boats. They watched aerial dancers gracefully swing from the Strawberry Mansion Bridge as other dancers and musicians performed in boats and on the riverbank. Now in its third year, Invisible River, a two-day public art event, uses the Schuylkill as a stage, making a personal connection between water quality and its audiences.

GROWING OPPORTUNITY

Annually, nearly 1 million people use the Schuylkill River Trail. Part of the Circuit—the region's 750-mile trail network—the trail parallels the river, becoming a critical access point as well as an exciting conduit for communicating clean water messages to its users. Invisible River capitalizes on the Schuylkill's proximity to the trail, providing an opportunity to broaden the constituency for the river's protection. The performances underscore the importance of a clean water source while inviting audiences to experience the Schuylkill as an important place for recreation and enjoyment that benefits the larger community.

JJ Tiziou



JJ Tiziou

New technology accelerates stream restoration

Musconetcong Watershed Association

SEEDING CHANGE

A Delaware River tributary, the Musconetcong flows through forests, farms, and towns in the New Jersey Highlands. Pollutants from leaking septic systems and agricultural runoff affect water quality, but mitigation is challenged by the inability to determine the extent to which each source is degrading the river. To address this problem, the Musconetcong Watershed Association is using new microbial source tracking methods to identify where and how bacteria are getting into the river.

GROWING OPPORTUNITY

By identifying specific sources of pollutants, the Association is able to target remedial actions and better explain best practices to farmers, municipalities, and residents. As a result, the region will achieve required clean-up standards more quickly and efficiently, which is critical to better protecting the New Jersey Highlands, part of the four-state landscape stretching from Pennsylvania to Connecticut. As it is refined, this approach to identifying sources of pollutants can be used throughout the watershed.



THE MUSCONETCONG RIVER, THE LARGEST DELAWARE RIVER TRIBUTARY IN NEW JERSEY, DRAINS MORE THAN **155** SQUARE MILES AND FLOWS MORE THAN **40** MILES.

Photo courtesy Musconetcong Watershed Association

HISTORY OF THE FOUNDATION



ROHM & HAAS



1887

After his father's death, German-born Otto Haas goes to work as a bank clerk at age 15, learning English language skills that will help him create one of the world's largest manufacturers of specialty chemicals.

1909

Otto partners with chemist Otto Röhm to form the German corporation Rohm and Haas Company, a maker of leather tanning materials. Over the next half-century, Otto Haas creates a successful American corporation; the first branch opens in 1909 in Philadelphia.

1914

Otto marries a dynamic and influential partner in Phoebe Waterman Haas. She earns degrees in mathematics and astronomy from Vassar College and the University of California, Berkeley, and is among the first women to earn a Ph.D. in astronomy.

1945

Otto and Phoebe create the Phoebe Waterman Foundation to support relief in postwar Europe, scholarships for fatherless children, and medical and educational institutions.

1960

Otto passes away, and the Foundation receives the bulk of his estate; Phoebe continues regular gifts to the Foundation until her death in 1967.

Otto and Phoebe's sons, F. Otto and John C. Haas, take leadership roles at both the chemical company and the Foundation.

1945: iStock; 1974: Michael Branscom; 2013: Photo courtesy United Way; 2014: Jonathan Kolbe; All other images courtesy WPF

1974

To recognize its range of grantmaking interests—arts and culture, human development, education, and the environment—the Foundation renames itself to commemorate William Penn, a 17th-century Quaker whose pursuit of an exemplary society led to the establishment of Philadelphia.

1992

Foundation board chairman John Haas steps down after 32 years of service. John's son David becomes chair of the board and the third generation of the Haas family takes over leadership of the Foundation.

2009

A few months short of its 100th anniversary, the Rohm and Haas Company is acquired by the Dow Chemical Company. In December, John directs a significant portion of the family's charitable assets from that sale to the Foundation.

2013

In January, the Foundation announces a new strategic vision, which focuses grantmaking on three principle objectives: advancing high-quality learning opportunities for children from low-income families; protecting the region's water quality; and fostering a dynamic and diverse cultural community in Greater Philadelphia.

2014

In April, the Foundation announces a \$35 million grant in seed funding to launch the Delaware River Watershed Initiative.

In September, the Foundation makes a \$25 million grant—the largest in its history—to the Free Library of Philadelphia to launch the 21st Century Libraries Initiative.

FINANCIAL HIGHLIGHTS 2014

STATEMENT OF ACTIVITIES

For the Year Ended December 31, 2014

Revenues

Interest	7,220,120
Dividends	23,079,830
Net realized and unrealized gains on investments	\$ 114,178,490

Total revenue \$ 144,478,440

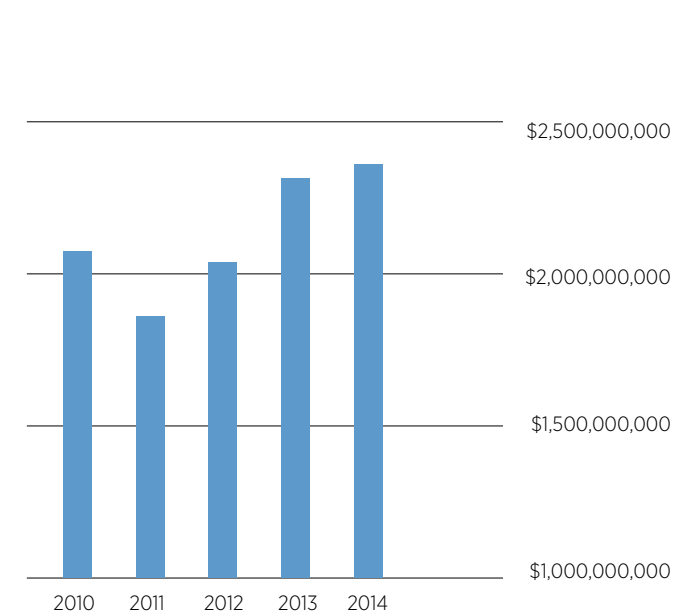
Grants Made and Operating Expenses

Grants made, accrual basis	\$ 123,404,919
Program and administration and general expenses	7,663,738
Investment expenses	9,475,408
Federal excise tax and income taxes	2,889,569

Total grants made and operating expenses \$ 143,433,634

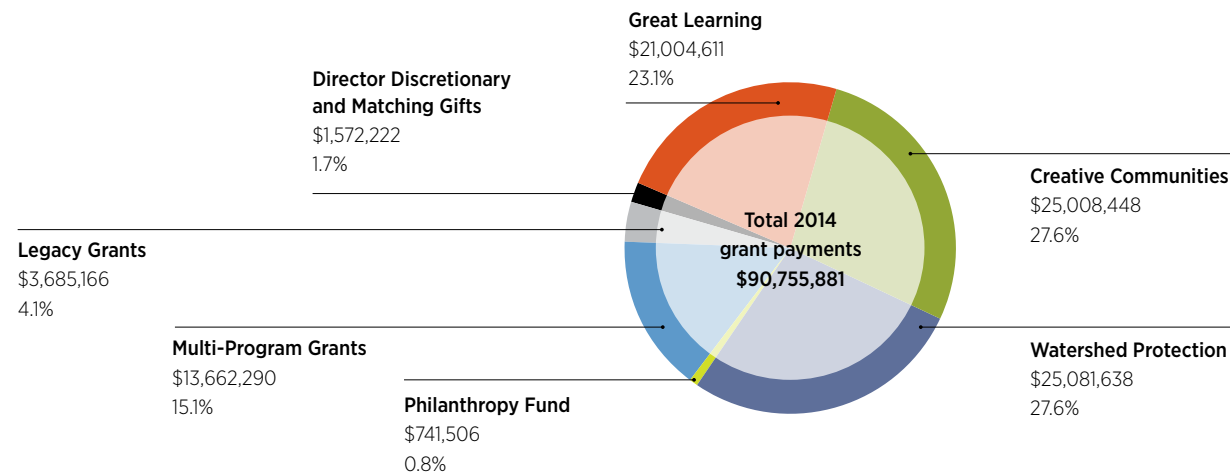
Change in net assets	1,044,806
Net assets, beginning of year	\$2,243,587,772
Net assets, end of year	\$2,244,632,578

INVESTMENT PORTFOLIO



GRANT PAYMENTS

For the Year Ended December 31, 2014



MEMBERS OF THE CORPORATION AND BOARD OF DIRECTORS

The William Penn Foundation is directed by a corporation composed of Haas family members and a board with family and public directors.

Corporation

- Thomas Haas, *Chair*
- David Haas
- Frederick R. Haas
- Janet Haas, M.D.
- Leonard Haas
- William Haas

Board of Directors

- Janet Haas, M.D., *Chair*
- Leonard Haas, *Vice Chair*
- Frederick R. Haas, *Secretary*
- Judith Freyer
- Andrew Haas
- Christina Haas
- David Haas
- Thomas Haas
- Katherine Hanrahan
- Donald Kimelman
- Howard L. Meyers

FOUNDATION STAFF

Executive Director

Laura Sparks

Grantmaking Programs

- Clare Billett, *Program Officer, Watershed Protection*
- Nathan Boon, *Program Officer, Watershed Protection*
- David Gould, *Program Officer, R&D/New Initiatives*
- Anna Guarneri, *Program Officer, Planning and Implementation*
- Peter Haas, *Fellow*
- Tamika Holman, *Grants Management Associate*
- Andrew Johnson, *Program Director, Watershed Protection*
- Chris Kieran, *Program Associate, Watershed Protection*
- Kerri Lee, *Program Associate, Great Learning*
- James Liou, *Program Officer, Great Learning*
- Shawn McCaney, *Program Director, Creative Communities*
- Olive Mosier, *Director, Arts Funding, Creative Communities*
- Hillary Murray, *Program Associate, Creative Communities*
- Michele Perch, *Program Associate, Watershed Protection*
- Rashanda Perryman, *Program Officer, Great Learning*
- Barbara Scafe, *Director, Grants Management*
- Elliot Weinbaum, *Program Director, Great Learning*

Investments

- Amy Chan, *Director of Investments*
- Ariel Finegold, *Investment Analyst*
- Tim Haas, *Investment Analyst*
- MaDoe Htun, *Chief Investment Officer*
- Jeffrey Jackman, *Director of Investments*
- Dane Kline, *Investment Analyst*

Administration

- Judy Baker, *Human Resources Business Partner*
- Bruce Bergen, *Director, Finance and Administration*
- Lauren Desiderio, *Administrative Services Associate*
- Sherae Dinkins, *Administrative Services Associate*
- Paola Meimaris, *Administrative Support Specialist*
- Rebecca Morley, *Director, Communications*
- Joanne Sabasino, *Staff Accountant*
- Edward Wagner, *IT Manager*

GRANT AWARDS 2014

Creative Communities

11th Hour Theatre Company
 Al-Bustan Seeds of Culture
 ArtWell Collaborative Inc.
 Astral Artistic Services
 Barnes Foundation
 Center for Art in Wood
 Chamber Orchestra of Philadelphia
 Chester County Historical Society
 City Parks Alliance, Inc.
 Community Design Collaborative of AIA Philadelphia
 Cultural Data Project
 Curtis Institute of Music
 Dance Affiliates
 Dance/USA
 Dolce Suono Ensemble, Inc.
 Fairmount Park Conservancy
 Free Library of Philadelphia Foundation
 Friends of the Japanese House and Garden
 Fund for Philadelphia, Inc.
 Gay Community Center of Philadelphia
 German Marshall Fund of the United States
 German Society of Pennsylvania
 Greater Philadelphia Cultural Alliance
 JUNK
 Koresh Dance Company
 Lantern Theater Company
 Mendelssohn Club of Philadelphia
 Miro Dance Theatre
 Montgomery Theater, Inc.
 Mt. Airy USA
 Musicopia, Inc.
 National Museum of American Jewish History
 Nonprofit Finance Fund
 Opera Philadelphia
 Passyunk Avenue Revitalization Corporation
 Pennsylvania Ballet Association
 Pennsylvania State University
 Philadelphia Chinatown Development Corporation
 Philadelphia Mural Arts Advocates
 Philadelphia Museum of Art

Philadelphia Orchestra Association
 Philadelphia Singers
 Philadelphia Young Playwrights, Inc.
 Pig Iron Theatre Company Inc.
 Raices Culturales Latinoamericanas, Inc.
 Rock School for Dance Education
 Rockefeller Philanthropy Advisors
 Samuel S. Fleisher Art Memorial, Inc.
 Schuylkill River Development Corporation
 Smith Memorial Playground and Playhouse
 Spiral Q Puppet Theater, Inc.
 Tempesta di Mare, Inc.
 The Reinvestment Fund, Inc.
 Theatre Exile Company
 University of Pennsylvania — WXPN-FM
 Wilma Theater, Inc.

Great Learning

American Institutes for Research
 Berks County Intermediate Unit
 Child Trends, Inc.
 Children's Literacy Initiative
 CORA Services, Inc.
 Diversified Community Services
 Drexel University
 Education Law Center — Pennsylvania
 Erikson Institute
 Free Library of Philadelphia Foundation
 Fund for Philadelphia, Inc.
 Johns Hopkins University — Talent Development Secondary
 Jumpstart for Young Children, Inc.
 Keystone Research Center, Inc.
 Mastery Charter Schools Foundation
 New York City Leadership Academy
 Partners in School Innovation
 Pennsylvania Association of School Business Officials
 Pennsylvania Partnerships for Children
 Philadelphia Academies, Inc.
 Philadelphia Foundation
 Philadelphia Freedom Valley YMCA

Philadelphia Youth Network, Inc.
 PICO National Network
 Public Citizens for Children and Youth
 Public Interest Law Center of Philadelphia
 Research for Action, Inc.
 School District of Philadelphia
 Schott Foundation for Public Education
 Springboard Collaborative
 TCC Group
 Teach For America, Inc.
 Temple University — Center on Regional Politics
 The Reinvestment Fund, Inc.
 Third Sector New England
 Thomas Jefferson University — Child and Family
 Research Program
 United Communities Southeast Philadelphia
 United Way of Greater Philadelphia and Southern New Jersey
 Universal Community Homes
 University of Pennsylvania — Philadelphia Higher Education
 Network for Neighborhood Development
 WHY?, Inc.
 Workshop School

Philanthropy Fund

Alliance for Justice
 Citizens for Pennsylvania's Future
 Friends of Independence National Historical Park
 GreenLight Fund
 Philadelphia Youth Network, Inc.
 Public Health Management Corporation

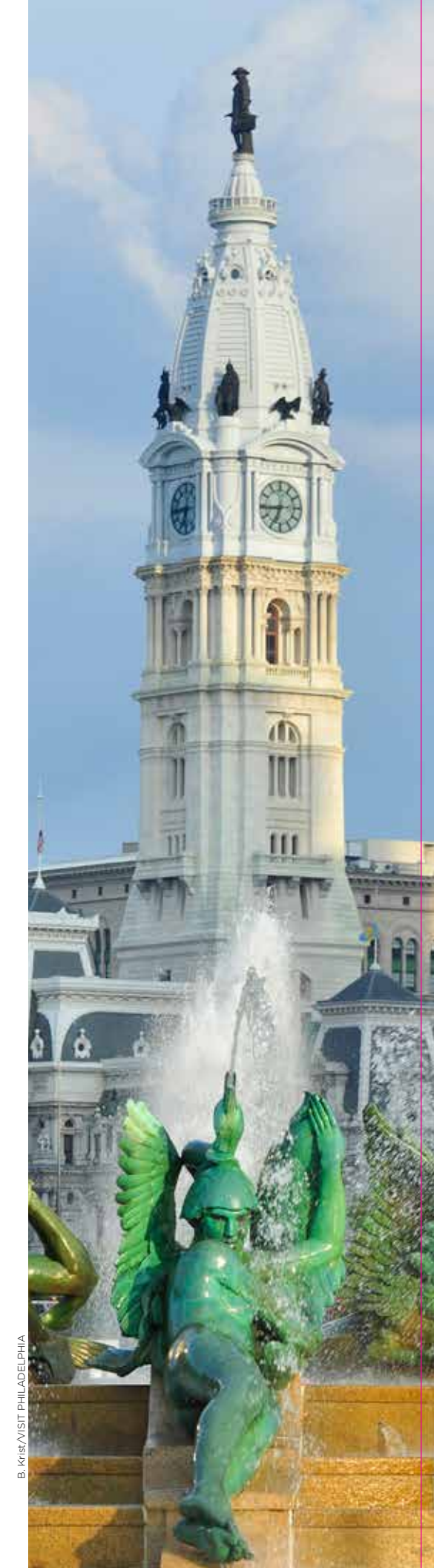
Multi-Program Grants

Delaware Valley Regional Planning Commission
 Free Library of Philadelphia Foundation
 National Audubon Society — Audubon Pennsylvania
 National Fish and Wildlife Foundation
 Philadelphia Mural Arts Advocates
 Rails to Trails Conservancy
 Rosenbach Museum and Library
 Technical Development Corporation

Watershed Protection

Academy of Natural Sciences of Drexel University
 American Littoral Society
 Association of New Jersey Environmental Commissions
 Berks County Conservancy
 Brandywine Conservancy and Museum of Art
 Brandywine Valley Association, Inc.
 Center for Watershed Protection, Inc.
 Citizens for Pennsylvania's Future
 Clean Air Council
 Clean Water Fund — Pennsylvania
 CNA Corporation
 Community Foundation of New Jersey
 Cooper's Ferry Partnership, Inc.
 D&R Greenway Land Trust, Inc.
 Delaware and Lehigh National Heritage Corridor Inc.
 Delaware Highlands Conservancy
 Delaware Nature Society, Inc.
 Delaware Valley Regional Planning Commission
 East Coast Greenway Alliance
 Education Plus Inc.
 Environmental Leadership Program
 French and Pickering Creeks Conservation Trust, Inc.
 Fund for the Water Works
 Green Valleys Association of Southeastern Pennsylvania
 Heritage Conservancy
 Institute for Conservation Leadership
 Land Conservancy of New Jersey
 League of Conservation Voters Education Fund

Lower Merion Conservancy
 Mendelssohn Club of Philadelphia
 Musconectong Watershed Association
 National Audubon Society — Audubon Pennsylvania
 National Parks Conservation Association
 Natural Lands Trust, Inc.
 Natural Resources Defense Council
 Nature Conservancy, Inc. (Delaware Office)
 Nature Conservancy, Inc. (New Jersey Field Office)
 Nature Conservancy, Inc. (Pennsylvania Field Office)
 New Jersey Audubon Society
 New Jersey Conservation Foundation
 New Jersey Highlands Coalition
 New Jersey Tree Foundation
 North Jersey Resource Conservation and Development Council
 Partnership for the Delaware Estuary, Inc.
 Pennsylvania Environmental Council, Inc.
 Pennypack Ecological Restoration Trust
 Philadelphia Outward Bound Center
 Pinchot Institute for Conservation
 Pinelands Preservation Alliance, Inc.
 Pocono Environmental Education Center
 Pocono Heritage Land Trust
 Schuylkill River Development Corporation
 Shippensburg University
 Stroud Water Research Center
 Sustainable Business Education Initiative
 Temple University — Center for Sustainable Communities
 Tri-State Transportation Campaign
 Trout Unlimited
 Trust for Public Land
 University of Delaware — Water Resources Agency
 University of Maryland — Environmental Finance Center
 Villanova University — Urban Stormwater Partnership
 Wildlands Conservancy, Inc.
 Wissahickon Valley Watershed Association
 Yale University — School of Forestry and Environmental Studies
 YMCA of Burlington and Camden Counties



Our Vision

ADVANCING
OPPORTUNITY,
ENSURING
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AND ENABLING
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SOLUTIONS.

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