A Message from the President

During 1997 membership grew by 351 new members to 1,674. We are particularly pleased that 93 percent of our members renewed with us this year. We extend special appreciation to the 615 members who have been with NIAC for five or more years. Our net income of $766,671 was stronger than expected given the remaining tax issues for 1997. Written premium of $11,598,848 is an increase of 12.5 percent over 1996.

In 1997 we expanded our educational resources by publishing booklets about hosting safer special events and key facts about directors and officers liability and insurance. We distributed one copy of each booklet free of charge to members and offered to supply additional copies. The response was a bit overwhelming! We have distributed 14,000 booklets and requests are still coming in. We learned the power of nonprofit networking when, without any advertising, we received requests for these publications from more than 40 states!

During 1997 we settled an unexpected demand from the California Franchise Tax Board. It is a complicated story, but I will keep it simple. As a step in the process to gain federal tax exemption, NIAC challenged the federal law in an appeal to the federal Claims Court. That court’s decision was not favorable to NIAC’s position, but it motivated Congress to change the law to enable NIAC to achieve federal 501(c)(3) tax exemption. Based on some of the material in the Claims Court decision, however, the Franchise Tax Board reexamined NIAC’s state exemption and threatened to revoke it.

NIAC and its legal counsel strongly disputed the right of the Franchise Tax Board to change the exemption which had been in place since 1991. We concluded that their claim was without merit because of the differences in federal and state law. However, to avoid a prolonged and costly legal battle, NIAC’s board of directors reluctantly agreed to settle this last tax litigation with a one-time payment to the state. Federal and state legislation was passed in 1996 clarifying that NIAC is tax-exempt. All of these tax matters are, thankfully, behind us.

On a visit to a NIAC member a few months ago, one of the managers told me that I was his “hero.” Before joining NIAC his nonprofit had struggled with insurance every year, never quite sure how they would fare at renewal. Now, he knows how much to budget for insurance and the renewal process is not a worry. I marveled at his dedication and at how much his organization accomplishes for the community with so few resources. I told him that I was honored to be his hero, but that he and so many others like him, are our inspiration.

NIAC’s mission is simple; to make the insurance purchase painless and predictable and to provide members with resources to keep insurance costs down. We don’t expect to make “hero” status very often, but, we promise to try!

Pamela E. Davis
President/CEO
Board of Directors

Back row, left to right:
- Marianne Franks, Associate Director Education Programs Associates, Campbell
- Phillip Kimble, Executive Director Friendship Center for the Blind, Fresno
- Richard Welch, Risk Manager City of Los Angeles

Middle row, left to right:
- Julius D. Cartwright, CFO Orange County Community Development Council, Garden Grove
- Elizabeth Dietrich, Fiscal Manager California Grey Bears, Santa Cruz
- R. Lawrence Bacon, President Bacon and Company, Carmel
- Roger Gilbert, President, Retired Great American West, Orange
- John Christensen, President/CEO Skills Center, Santa Cruz

Front row, left to right:
- Nancy Johnston-Bellard, COO Conservation & Liquidation Office California Department of Insurance, San Francisco
- Pamela E. Davis, President/CEO NIAC, Santa Cruz
- Audrey Harrison, Risk Manager Watts Health Systems, Los Angeles
- Meredith Clark, President, CIS California Association of Nonprofits, Los Angeles
- Jude Kaye, Senior Staff Consultant Support Center for Nonprofit Management, San Francisco (not pictured)
When I joined the NIAC board of directors in 1990, NIAC had about 200 members and just over $1 million in annual premiums written. NIAC was just a year old and we faced the typical challenges of a small, growing company. We also had some unusual challenges as a nontraditional insurance mechanism.

Eight years later, as I prepare to leave the post of NIAC's chairman of the board, I can say with confidence that NIAC's future looks very bright.

Since 1990, NIAC has added more than 1,500 new members. Annual written premiums have increased more than tenfold. Throughout this growth we have adhered to financial fundamentals and have kept the long term goal of insurance independence for nonprofits firmly in mind. We have continued to put service to our members and brokers first and remained firm in our commitment to price stability. Our members have responded to these principles by rewarding us in 1997 with our highest member renewal rate ever.

In our role of trailblazer, NIAC's early years were not without some disappointment. Our struggles gaining federal tax-exemption and then dealing with a potential reversal at the state level, drained energy and resources. That is behind us now. Also, it took time for NIAC to gain visibility and trust in the marketplace. Nonprofits and their brokers were frustrated with the treatment they were receiving from commercial insurers, but hesitant, at first, to try the NIAC alternative. Now, NIAC is the standard to which other insurers of nonprofits are compared.

As a testament to what NIAC has accomplished in California, the David & Lucile Packard Foundation recently made a grant to NIAC of $150,000 to develop a plan to expand NIAC's products and services into other states. This is both a timely and appropriate next step for NIAC.

While I will miss having a hand in the future of such a terrific company, I pass the baton with great confidence. I will be watching and cheering the success of your company, if only from the sidelines!

Jess R. Gutierrez
Chairman
NIAC STAFF

Insurance Operations Support (clockwise from left)
Sabrina Diaz,
Steven Moody,
Sharon Felice,
Sue Davis

Claims/Loss Control (on left)
Vickie Vehrs,
Lola Hogan,
Angela Rasbeary

Administration (on right)
Michael Paul Parker,
Dottie Lechtenberg
Sarah Burns (not pictured)

Finance (standing from left)
Bill Chappelear,
Kim Gisse,
Gyce Martin,
Jim Westbrook

Management Information Systems (seated from left)
Betty Johnson,
Sean Kelly

Insurance Operations Teams
South Team (standing from left)
Paul Roman,
Michele Thomas,
Michael Pramuk,
Carla Cramblett

North Team (seated from left)
Claudia Weeks,
Randy Gorman,
Lisa Edelman,
Kim Christensen (not pictured)
NIAC FEATURED ON PBS DOCUMENTARY

“A moment of glory for the good guys!”
—Stephen Goude, Washington Times about the Visionaries series

NIAC received a special honor in 1997 by being selected from a field of 3,000 applicants to be featured on the Visionaries. This documentary series emphasizes positive images of ordinary people engaged in the process of creating social change. The series, now in its fourth season, airs on PBS stations across the country.

Unlike most of the episodes which feature a nonprofit’s service to members of the community, NIAC was featured because of its service to other nonprofits. The five NIAC members featured in the show were: San Francisco Bay Keeper, Women’s Crisis Support, California Grey Bears, Watts Health Systems and Heads Up. These organizations were selected by the Visionaries to show the variety of activities NIAC insures as well as the breadth and depth of nonprofits’ contributions to their communities. We were quite honored to have the NIAC story told with such heart and insight.

VHS copies of the one-half hour documentary may be borrowed from NIAC’s free video lending library.

California Grey Bears of Santa Cruz. A NIAC member since 1989. Grey Bears' primary operations consist of a recycling program and food delivery program for home-bound members of Santa Cruz County. Pictured above (facing the camera) are Lynn Francis, Grey Bears Executive Director, and Pamela Davis, NIAC President and CEO, who appeared in the documentary.
At its most basic level, NIAC collects premiums and pays claims. But between the lines we do a lot more. NIAC was created as a response to a crisis. Insurers would not provide insurance to some nonprofits at any price. NIAC was founded on the principal that insurance companies should not determine which social services could be offered simply by controlling which nonprofits could obtain insurance. Those types of decisions should be in the hands of the nonprofit community. And, that is where they are with NIAC. With NIAC, nonprofits have gained control over their insurance source. They have assumed the responsibility and enjoy the freedom that comes with that choice.

NIAC's eight years of experience have demonstrated that nonprofit organizations have better than average claims experience. Nevertheless, we maintain strong financial backing to cover any contingencies.

Six foundations provided the original capital funding for NIAC. These foundations are:
- Ford Foundation
- David & Lucile Packard Foundation
- Wallace Alexander Gerbode Foundation
- San Francisco Foundation
- Marin Community Foundation
- Walter S. Johnson Foundation

Adding to NIAC's financial strength is the consistent backing by strong reinsurers who provide coverage for claims in excess of $100,000. The same three reinsurers, which are among the world's largest, have provided this coverage for NIAC for many years. They are:
- American Re-Insurance (Best's rated/A++)
- General Reinsurance (Best's rated/A++)
- Swiss Re America (Best's rated/A)

Through companion programs, NIAC members may also purchase the following:
- Commercial Property
- Fidelity
- Workers' Compensation
- Student/Participant/Volunteer Accident
- Foster Parent Liability

**Coverages Available for Members**
- General Liability
- Miscellaneous Professional Liability
- Improper Sexual Conduct Liability
- Auto Liability
- Auto Physical Damage
- Non-owned/Hired Auto Liability
- Liquor Liability
- Employee Benefits Liability
- Directors and Officers Liability
- Umbrella Liability

**Indigenous Nations Child and Family Agency.**
A NIAC member since 1996, the Agency is a licensed foster family agency serving American Indian children and their families.

**1997 Premium by Line**

<table>
<thead>
<tr>
<th>Coverage</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auto Physical</td>
<td>$992,212</td>
</tr>
<tr>
<td>Auto Liability</td>
<td>$2,609,138</td>
</tr>
<tr>
<td>Miscellaneous Professional Liability</td>
<td>$655,461</td>
</tr>
<tr>
<td>Umbrella</td>
<td>$692,112</td>
</tr>
<tr>
<td>Improper Sexual Conduct</td>
<td>$656,430</td>
</tr>
<tr>
<td>Directors &amp; Officers</td>
<td>$578,420</td>
</tr>
</tbody>
</table>

**Total** $11,598,848
Friendly, Efficient Service
For most people, purchasing insurance or trying to get a claim paid ranks as low on the fun scale as going to the dentist. At NIAC, we consider it our job to make the insurance transaction as painless as possible for members and brokers. Our members and brokers trust us to investigate claims promptly and to handle them efficiently.

Special Services for Members
We believe it is our obligation to help members keep claims to a minimum. To assist members, NIAC provides the following resources free of charge to members:

**Publications**
- Arrive Safe and Sound: *Tips to Help with your Nonprofit's Vehicle Safety Program*
- Sound Advice for Functions and Events: *Tips to Help your Nonprofit Stage Safer Special Events*
- Nonprofit Directors and Officers: *Key Facts about Insurance and Legal Liability*

**Driver Training**
During 1997 we provided driver training to more than 300 employees at member locations.

**Newsletters**
Three newsletters on risk management topics of interest to nonprofits were distributed to members in 1997.

**Video Lending Library**
The video collection includes nearly 40 titles available free-of-charge for member in-service trainings. A few of the topics are driver safety, employment practices, and preventing sexual abuse.

**Workshops**
NIAC staff made many presentations at locations around the state on topics including general insurance information, directors and officers insurance, and how to host safer special events.

Through alliances with the Nonprofit Risk Management Center, the California Association of Nonprofits, the Nonprofit Organizations Committee of the California State Bar, several Community Foundations, and the Support Center for Nonprofit Management, we plan to expand access to risk management training through workshops and booklets as well as information via the Internet.

**On-site Visits**
NIAC employees made nearly 300 visits to members and brokers in 1997. We need to continue to learn more about nonprofits if we are to evaluate their operations fairly from an insurance perspective.

**Website**
NIAC maintains a website at www.niac.org. Members may order publications and videos through the website. Check it out for helpful insurance information.
**Claims**

Why do they happen—what do they cost?

During its eight years of operation, NIAC has accumulated valuable information on the more than 2,000 claims we have handled for our nonprofit members. We know the type of claims experienced by nonprofits and the cost of settling these claims. Armed with this information, we can develop targeted training programs to help members avoid these accidents.

**Slip and Fall**

The charts to the right show that roughly one-third of all claims paid under the general liability policy are slip and falls. There are two basic causes for these claims: structural defects and foreign objects on the floor. Structural causes include inadequate lighting, defective stairs or banisters, uneven flooring, loose carpeting and cracked blacktop. The foreign objects on the floor include hors d'oeuvres, melting ice cubes, and spilled wine to name just a few. Another problem is residue remaining on floors that have been improperly cleaned. Many, if not all, of these claims can be avoided.

**Auto**

For autos there are two main causes that account for more than one-half of all auto claims: backing and hitting a fixed object. Rear-end collisions cause one out of four claims. NIAC provides free driver training at member locations across the state to raise awareness and improve driving skills.

**Directors and Officers**

Though not as frequent as other types of claims, there has been a steep increase in the number of lawsuits against directors and officers alleging wrongful termination, harassment and discrimination. Obtaining proper advice before terminating an employee is essential in these situations. Consequently, all NIAC members who purchase Directors and Officers coverage from NIAC have access to free legal assistance for help prior to employee terminations.

We still have far to go to reduce avoidable claims. But, we have come a long way from where we were only a decade ago. We will continue to do our best to equip members with the information and tools they need to take positive steps to reduce claims and keep costs down.
We are constantly amazed at the dedication, creativity, and entrepreneurship we encounter when we visit our members. Their valuable programs and services supporting youth, the disadvantaged, elderly, and countless others are a testament to the strength of the nonprofit sector in California.

NIAC’s membership grew by 12% in 1997, but the general composition of the members remained steady. The statistical depiction of members is shown on the pie chart below. NIAC’s nearly 1,700 members are located in every major city and county in California. As a 501(c)(3) nonprofit ourselves, we are proud to be associated with so many terrific agencies providing valuable services to their communities.

Our members tell the whole story. To learn more about the diverse group of nonprofits who comprise NIAC, take a few moments to read the member profiles, enjoy the pictures, and scan the member list on the following pages.

Trips for Kids, Mill Valley. A NIAC member since 1996, Trips for Kids promotes the health and environmental benefits associated with bicycle riding to youth. This photo depicts some of the kids on a hike outing on Mt. Tamalpais above the San Francisco Bay.
Senior Access
San Anselmo

"For the last 18 years, my 90 year-old mother has attended Senior Access four days a week. Their highly professional, caring and supportive staff has provided me with a partner for her care. My mother has flourished in their environment, and each day that I leave for work, I know she will be well cared for."

—A letter of support for Senior Access from a thankful Marin resident.

Senior Access has served the residents of Marin County since 1973. Senior Access provides adult day health care and managed care services to the elderly and their families. Their current programs and services continue to support the agency's original mission: to help the elderly maximize their independence and extend the time that they can stay at home and in the community.

A NIAC member since 1996, Senior Access serves more than 400 people a day in its various programs. Programs include three state-licensed adult day care centers, nutritional meals, health monitoring, physical and occupational therapy, exercise, enrichment classes, and socialization for the elderly. The Corte Madera Center was the first, and remains the only Alzheimer's specific center in Marin County. The agency's in-home program also provides home caregiver referrals, in-home case management, and care-plan coordination.

Plumfield Academy
Sebastopol

Plumfield Academy was founded in 1964 as a residential care facility for boys. Children come to Plumfield when they have demonstrated problems in school, with family or in the community, and frequently have experienced abuse, neglect, and separation from their known worlds. Plumfield is committed to providing a safe, highly structured environment where change and growth can occur through the goal of re-integration into the community.

Now serving 24 boys from 6 to 18 years old, Plumfield has four residences and a school in a semi-rural area of Northern California. They use a language based program in which emphasis is placed on social interaction. Combining components of behavioral and psychotherapeutic techniques, Plumfield helps the children to develop effective communication and socialization skills. Their innovative music program, in which the boys perform at parades and community events, has won numerous awards.

A NIAC member since 1994, Plumfield came to NIAC at the recommendation of their broker, Don Allison. According to Darcee Drakulich, Plumfield Executive Director, "Don spoke highly of NIAC and we have enjoyed significant premium savings the last four years. Moving our coverage to NIAC has been one of the best cost saving moves our agency has made."
Wildcare:  
Terwilliger Nature Education and Wildlife Rehabilitation  
San Rafael

Wildcare provides medical care for ill, injured, or orphaned wild birds and mammals and learning adventures for children and adults. Nearly 200 volunteers care for over 3,500 wild animals each year. Over 175 different species are treated annually, and are provided with the specialized diet and treatment necessary to give them a second chance at life. Over 75% of Wildcare patients are returned to the wild in a healthy state.

Their interactive environmental education programs are based on those principles pioneered by Mrs. Elizabeth Terwilliger, a world renowned environmental teacher. Wildcare volunteers and staff reach out to nearly 40,000 people a year, and their programs are designed to help children and adults develop a love and respect for nature.

According to Shawn Steele, Membership Director at Wildcare, “NIAC was recommended to us by our insurance agent, Dan Costello. We were having a hard time finding the insurance coverage we needed, and we appreciate NIAC’s awareness of the problems nonprofits face and the prompt way they work to solve them.” Wildcare has been a NIAC member since 1995.

Challengers Boys and Girls Club:  
Los Angeles

Challengers Boys and Girls Club is dedicated to enriching the lives of young people in Metropolitan Los Angeles. “We try to develop kids to be better...to overcome troubles and offer them hope with an activity, a role model, or enthusiasm,” says founder and President/CEO, Lou Dantzler.

In 1968, Lou noticed many neighborhood kids in need of guidance. He provided rides in the back of his pickup truck, and took kids to local parks to teach them the importance of character, education, and sportsmanship. Shortly thereafter, Challengers opened its doors offering recreational activities and programs dedicated to fostering positive values in youth.

Thirty years later, Challengers’ mission has not changed: to promote the optimum social development of youth 6 to 17 years of age. Their five club sites serve over 3,500 children annually, and their core programs emphasize citizenship and leadership, cultural enrichment, health and physical education, outdoor and environmental education, and social and recreational activities. Challengers has been a NIAC member since 1996.
Dramatic Results

Long Beach

Dramatic Results is an award-winning educational program whose mission is to reach out to those children who have been labeled "most likely to fail" by the educational system because of behavioral problems. Dramatic Results uses a variety of art forms, such as drawing, theater, storytelling/writing, movement and poetry. These activities help children develop their communication, self-esteem, anger management and academic skills within a context that is meaningful to each child.

Dramatic Results offers both a 12-week self esteem and 22-week violence prevention program. All of their programs are free to children and take place on school campuses. Since 1992, Dramatic Results has served over 5,000 students in the 4th through 6th grades. Dramatic Results gives what its name promises: 33% of their students show a significant improvement in their school attendance and 75% of the students improve their academic performance by at least one full letter grade.

When asked why they became a NIAC member, Christi Wilkins, Executive Director, stated, "as a small nonprofit, we feel confident knowing we can rely on the expertise and sensitivity of NIAC to take care of our special insurance needs. This leaves us more time and energy to do what we love to do, serve children." Dramatic Results has been a NIAC member since 1994.

Arthritis Association

Adaptive Aquatics Center

Bakersfield

The Arthritis Association Adaptive Aquatics Center was founded in 1981 to provide support and education to those suffering from arthritis. The Center is dedicated to enhancing the wellness, independence, and productivity of Kern County residents by reducing and preventing the physical and emotional limitations and pain caused by disabling conditions.

Their unique building houses an indoor heated pool equipped with handrails, a hydraulic chair lift and wheelchair ramp, spa, exercise room, classroom and shower rooms. Operating six days a week, the Center provides both warm water and "dry" land programs to over 200 people a day ranging in age from infants to seniors. Their popular Tai Chi classes, pictured above, enhance flexibility, circulation and posture for the participants.

When asked why they became a NIAC member, Debbie Oftedal, the Executive Director at the Arthritis Association stated, "We appreciate and feel more secure with an insurance carrier that understands the challenges and heart of the nonprofit sector. NIAC was highly recommended by our broker John Pryor, and we're pleased we are insured by NIAC." The Arthritis Association has been a NIAC member since 1995.
1997 NIAC MEMBERS

ALAMEDA
- 100 Black Men of the Bay Area
- 2311 Corporation
- 45th Street Artists Cooperative
- After School Activities of Pleasanton
- Aid Employment
- Aim to Please
- Alameda Emergency Food Bank
- All Ah We
- Allied Fellowship Service
- Alzheimer's Services of the East Bay
- American Indian Child Resource Center
- American Indian Lawyer Training Program
- Anthony's Agape Home
- Arroyo Commons
- Art, Research and Curriculum Association
- Bay Area American Indian Council
- Bay Area Black Consortium for Quality Health Care
- Bay Area Friends of Tibet
- Bay Area HIV Support and Education Services
- Bay Area Kinder Stube
- Bay Area Urban League
- Bay Area Women Against Rape
- Berkeley Architectural Heritage Association
- Berkeley Group Therapy Education
- Berkeley Public Charter School Working Group
- Berkeley Women's Health Center
- Bio Integral Resource Center
- Bodega Bay Institute of Pollution Ecology
- Bonita House
- Buddhist Peace Fellowship
- California Institute for Clinical Social Work
- California Oak Foundation
- California Working Group
- Californians for Justice Education Fund
- Canaan Place
- Castro Valley Boys and Girls Clubs
- Cazadero Performing Arts Camp
- Center for Urban Education About Sustainable Agriculture
- Child Abuse Prevention Agency
- Child Assault Prevention Training Center of California
- Children Accepting Responsibility Everywhere
- Children's Health and Well Being
- Classical Philharmonic of Northern California
- Conciliation Forums of Oakland
- Donald P. McCullum Youth Court
- Dunsmuir House and Gardens
- East Bay Counseling and Referral Agency for the Deaf
- East Bay Depot for Creative Reuse
- East Bay Intergroup
- East Bay Urban Gardeners
- Eden Youth Center
- Emeryville Community Action Program
- Fallen Leaf Foundation
- Family Builders By Adoption
- Family Emergency Shelter Coalition
- Federation of Indian Association of Northern California
- Filipinos for Affirmative Action Foundation for Cardiac Research
- Fred Finch Children's Home
- Friends of the Alameda Free Library
- Girls, Inc. of Alameda County
- Glorious Communication Network
- Gold Key Club
- HIV Education and Prevention Project of Alameda County
- Habitat Children's Museum
- Help Another Toward Creative Happiness
- Hispanics in Philanthropy
- I-Pride
- Institute For Policy Analysis and Research
- Institute for Food and Development Policy
- Interface Institute
- International Children's Network
- Japanese American Citizens League
- Jesuit Volunteer Corps
- Kaleidoscope Activity Center
- Korean Community Center of the East Bay
- Kristi Yamaguchi's 'Always Dream' Foundation
- Lake Merritt Institute
- League of Volunteers of Newark
- Learning Disabilities Association of California
- MacArthur Boulevard Merchants Association
- Mary Ann Wright Foundation Outreach Mission
- Middle East Children's Alliance
- Northern California Chapter of the National Hemophilia Foundation
- Narika
- National Black Aging Network
- National Latina Health Organization
- Newark Schools Foundation
- Nurses in Action
- Oakland Citizens Committee for Urban Renewal
- Oakland Community Fund
- Oakland Lyric Opera Association
- Oakland Peniel Missions
- Oakerd Youth Chorus

Habitat Children's Museum, Berkeley. A NIAC member since 1995, Habitat is designed to help infants, toddlers and young children to appreciate the world around them.

- Organized People of Elmhurst Neighborhoods
- Our Family and Friends Foster Care Services
- Over 21
- Pacific Rim Homestays
- R & L Children's Home
- Rubicon Children's Center
- Rural Urban Dynamics
- San Antonio Community Development Corporation
- San Francisco Early Music Society
- Seneca Residential and Day Treatment Center
- Shelter Against Violent Environments
- Stiles Hall
- Third Age
- University of California Berkeley Foundation
- University of Creation Spirituality and Friends of Creation
- Volunteers of America—Bay Area
- W.E. Value Families
- Walden Foundation
- Women's Economic Agenda Project
- WORLD

* denotes NIAC member for five or more years
1997 NIAC MEMBERS

AMADOR
- ARC of Amador and Calaveras Counties

BUTTE
Access for Independence
- Alzheimer's Disease and Related Disorders Association
- Butte County Children's World
- Butte Folk Music Society
- Catalyst Women's Advocates
- Chico Art Center
- Chico City Opera
- Chico Creek Theatre Festival
- Chico Museum Association
- Community Action Agency of Butte County
- Exceptional Family Support, Education and Advocacy
- Family Life Foundation
- Four Winds of Indian Education
- Gridley Guardian
- Help-4-People
- Independent Living Services of Northern California
- Innovative Preschool
- Kyle Foundation
- North Valley Schools
- Paradise Center for Attitudinal Healing
- Paradise Scholarship Foundation
- Paradise Strive Center
- Peg Taylor Center for Adult Day Health
- Private Industry Council
- Ridge Area Coalition of Senior Citizens
- St. Vincent De Paul Society—Sacramento District Council
- U.S. Catholic Conference
- United Way of Butte and Glenn Counties
- denoted NIAC member for five or more years
- Valley Oak Children's Services
- Victor Residential Center
- Work Training Center for the Handicapped
- Youth for Change
- Yuba Feather Communities Services

CALAVERAS
Gold Country Alliance for the Mentally Ill
- Humane Society of Calaveras County
- Volunteer Center of Calaveras County

CONTRA COSTA
Affordable Housing Association of Pittsburg
- Bay Area Network of Gay and Lesbian Educators
- Behavioral Intervention Associates
- Cambridge Community Center
- Camping Unlimited for Retarded Children Center for Applied Local Research
- Center for New Americans
- Clayton Community Library Foundation
- Contra Costa Alternative School
- Danville Girls Chorus
- East Bay Center for the Performing Arts
- East Bay Services to the Developmentally Disabled
- Ecumenical Association for Housing Contra Costa
- Elder Abuse Prevention
- Friendship Foundation
- Guardian Adult Health Centers of California
- House of Champions Group Home
- Independent Adoption Center
- Kensington Community Council
- Los Cenzontles Mexican Arts Center
- Mt. Diablo Interpretive Association
- Neighborhood House of North Richmond
- Ombudsman Services of Contra Costa County
- Project: Team Work
- Protect the Children Resource Center
- SHELTER
- Springs Academy
- Steven A. Genard AIDS Assistance Foundation
- Sunrise House
- United Council of Spanish Speaking Organizations
- Women's Therapy Center

DEL NORTE
- Wild Feline Rescue

EL DORADO
- Choices Transitional Services
- Court Appointed Special Advocates of El Dorado
- Delora Corporation
- El Dorado Arts Council
- El Dorado Community Foundation for Youth
- El Dorado National Forest Interpretive Association
- Foothill Indian Education Alliance
- Mother Lode Rehabilitation Enterprises
- Oak Ridge High School Sports Booster Club
- Pine Valley Senior Foundation
- Sacramento Children's Museum
- Sierra Recovery Center
- Tahoe Prevention Network
- Tahoe Tallac Association
- Tahoe Turning Point
- Tahoe Youth and Family Services

FRESNO
Action Foundation
- Alano Club of Fresno
- Alcoholism and Drug Abuse Council of Fresno County
- All About Care
- Alleluia
- Alternative Vocational Choices
- Arte Americas The Mexican Art Center
- Associated Center for Therapy
- Big Brothers/Big Sisters of Fresno County
- California Association for Physically Handicapped—Fresno County Chapter
- Camp Shalom
- Central California Nikkei Foundation
- Central San Joaquin Valley HIV Care Foundation
- Central Valley AIDS Team
- Central Valley Children's Services Network
- Centro La Familia De Fresno
- Evangel Home
- Fair Housing Council of Fresno County
- Fresno Center for New Americans
- Fresno Leadership Foundation
- Fresno Metropolitan Ministry
- Fresno Pacific Service Corporation
- Fresno Recovery Center
- Friendship Center for the Blind, Fresno.
A NIAC member since 1990, the Friendship Center serves blind or visually impaired people with various adaptive activities.
1997 NIAC Members

• Fresno Rescue Mission
• Fresno Unity Group Homes
• Fresno Youth Opportunities Unlimited
• Friendship Center for the Blind
• House of Hope for Youth—San Joaquin Valley
• Infant of Prague Counseling and Adoption Services
• Jewish Welfare Federation of Fresno
• Music Performance Foundation of Central California
• OSA Women’s Center
• Rape Counseling Service of Fresno
• United Way of Fresno County
• University Religious Center
• Valley Caregiver Resource Center
• Volunteer Bureau of Fresno County
• YWCA Fresno

Glenn
• Glenn County Seniors Centers

Humboldt
• Arcata McKinleyville Children’s Center
• Boys and Girls Club of Humboldt County
• Dell Arte
• Environmental Protection Information Center
• Ferndale Repertory Theater
• Friends of the Arcata Marsh
• High Community Service
• Humboldt Bay Housing Corporation
• Humboldt Botanical Gardens Foundation
• Humboldt Family Service Center
• Humboldt Redwoods Interpretive Association
• Institute for Wildlife Studies
• North Coast Big Brothers/Big Sisters
• North Coast Rape Crisis Team

• North Coast Redwood Interpretive Association
• Northcoast Lesbian and Gay Community Center
• Pacific Art Center
• Pacific Coast Fish, Wildlife and Wetland Restoration Association
• Pacific Dunes High School
• Redwood Coast Dixieland Jazz Festival
• Surround Point Interpretive Association
• United Way of Humboldt

Inyo
• Inyo Council for the Arts
• Ombudsman/Advocacy Services of Inyo and Mono Counties

Kern
• Arthritis Association of Kern County
• Adaptive Aquatics Center
• Bakersfield Society for the Prevention of Cruelty to Animals
• Bethany Services
• Court Appointed Special Advocates of Kern County
• Cat People
• Community Medical Education and Research Foundation
• High Desert Child Abuse Prevention Council
• Kern Bridges Youth Homes
• Kern County Hispanic Commission on Alcohol and Drug Abuse
• Kern County Mental Health Association
• Kris’ Camp
• New Advances for People with Disabilities
• Redrock Canyon Interpretive Association
• Rosamond Senior Citizens
• Valley Achievement Center
• Youth Connection

Kings
• Kings Community Action Organization
• Kings United Way
• Lemoore Christian Aid
• Lemoore Senior Citizens

Lake
• Anderson Marsh Interpretive Association
• Boys and Girls Club of Lake County
• Clear Lake Gleaners
• Highlands Senior Service Center
• Lake County Big Brothers and Sisters
• Live Oak Seniors
• Lucerne Alpine Senior Center
• Triple S Institute

Lassen
• Lassen County Council on Aging
• Mountain High Homes
• Spare A Dime

Los Angeles
• Activities for Retarded Children
• African Community Resource Center
• Akila Concepts
• Al Wooten, Jr. Heritage Center
• Ala Nest
• American Media Council on Child Abuse
• An Claidheamh Soluis
• Apollo West Theatre Drama and Workshop
• Aresis Ensemble
• Arroyo Arts Collective

CLARE Foundation, Santa Monica. A NIAC member since 1991, CLARE addresses the recovery and educational needs of individuals who suffer from alcohol and other drug related addictions.

• denotes NIAC member for five or more years
1997 NIAC Members

- California Congress of Parents, Teachers
  California Men's Gathering

California Youth Chess League
California Youth Theatre
Camp Pacific Heartland
- Cantori Domino
Casa Grande Group Home
Catalina Youth Arts Exchange
- Catholic Big Brothers
Center for the Partially Sighted
Central San Fernando Valley Alliance
Centro Latino De Education Popular
Challengers Boys and Girls Club
Chaminade College Preparatory
Child Focus
Children's Cancer Research Fund
- Children's Institute International
Chinese American United for Self Empowerment
Christian Outreach Appeal
City Impact
Coalition of Mental Health Professionals
Community Coalition for Substance Abuse Prevention
Community Development Center
Community Outreach Center of Pasadena
Concern Foundation
Conjro Players
- Cri-help
D'Veal Corporation
Daybreak Community Development
- Delta Sigma Theta Life Development
- Didi Hirsch Community Mental Health Center
District Attorney Crime Prevention Foundation
Do It Now Foundation of Southern California
Door of Hope
Dramatic Results
Drew Child Development Corporation
- Earth Communications Office
East Los Angeles Rape Hot Line
- Eco-Home Network
- Ecumenical Council of the Pasadena Area Churches
Edgewood Transitional Living
Ehlers-Danlos National Foundation
El Camino Children and Family Services
- El Rescate Legal Services
Family Empowerment Agency
Family Hope
Fiesta Educativa
Foothill Friends of Music
Fred Brown's Recovery Services
Friends of Banning Park Corporation
Friends of Choices
Friends of McGrath Cultural Arts Center
- Friends of Robinson Gardens
- Friends of the Antelope Valley Indian Museum
Friends of the Open School
Friends of the San Marino Public Library
Futuro Infantil Hispano Foster Family Agency
Getty House Foundation
Goodwill Industries of Ventura and Santa Barbara
Goodwill of Southern California
Grace Homes for Waiting Children
- Grant Beckstrand Cancer Foundation
Guidance Community Development Center
Hancock Park Elementary School Booster Club
- Harbor Area Gang Alternative Program
Harbor Gateway Center
Hathman-Daniels-Cook Group Home
Haven Hills
Heads-Up
Health Promotion Institute
Healthcare and Elder Law Program
- Hemophilia Foundation of Southern California
Henderson Community Center
Hernandad Mexicana Nacional
Hero Center
Hollywood Urban Project
Homemakers Ararat Chapter
Homestead Hospice and Shelter
Hospital of Pasadena
- Inglewood Neighborhood Housing Services
- Inner Circle Foster Family Agency
Inner City Arts
Institute for Multicultural Counseling and Education Services
International Foster Family Agency
- Iraida Foundation
Jay Cee Dee Children's Home
Jefferson Center for Character Education
- June L. Mazer Lesbian Collection
KHEIR Center
Keep Youth Doing Something
Kenny Nickelson Memorial Foundation
L.A. Coalition to End Homelessness
L.A. Family Housing Corporation
- L.A. Tenth District PTA Congress of Parents
La Puente Valley Food Pantry
Life Services
- Little Tokyo Service Center
Long Beach Ballet Arts
Long Beach Central Area Association
Long Beach Coalition for Healthy Kids
Los Angeles Baroque Orchestra
Los Angeles Chamber Singers
Los Angeles Children's Chorus

Pasadena Shakespeare Company. A NIAC member since 1996, the Shakespeare Company promotes the works of William Shakespeare in intimate stage settings throughout Southern California.
1997 NIAC Members

- Los Angeles Municipal Art Gallery Associates
- Los Angeles Shanti Foundation
- Los Angeles Women's Foundation
- Marianne Frostig Center of Educational Therapy
- Marina del Rey Anglers
- Mary Pickford Foundation
- Meals on Wheels of La Mirada
- Montebello Community Gang Diversion Task Force
- Mothers Club Community Center
- Multicultural Service Center
- Musical Arts Society of Pasadena
- National Council on Alcoholism and Drug Dependency—Long Beach Area
- National Council on Alcoholism and Drug Dependency—Los Angeles
- National Health Foundation
- Neighborhood Youth Association
- Neumen Group Homes
- Ninos Latinos Unidos
- North Hollywood Group
- Nuevo Amanecer Latino Children's Services
- OPICA Adult Day Care Center
- Ocean Park Community Center
- One Institute: International Gay and Lesbian Archives
- Operation Youth Educational Services
- Oxnard School for the Hearing Impaired
- Oxnard Recovery Homes
- Pacific Ackworth Friends School
- Pacific Resident Theatre Ensemble
- Parenting Institute
- Pasadena Boys Choir
- Pasadena Shakespeare Company
- Peace and Joy Care Center
- Pediatric Projects
- Peninsula Committee for the L.A. Philharmonic
- Peninsula Friends of the Library
- Pergrinos De Emaus
- Pets Are Wonderful Support
- Planet Hope
- Pomona Valley Community Services
- Pomona Valley Youth Employment
- Portals House and the Corporate Cookie
- Positive Alternative Choices
- Pueblo Y Salud
- Purple Heart Veterans Services
- Reason Foundation
- Refugio Para Ninos
- Region 2 of Overeaters Anonymous
- Roscomare Road Booster Club
- Rosemary Children's Service
- S.F. Valley Friends of Homeless Women and Children
- San Gabriel Valley Alliance for the Mentally Ill
- Santa Clarita Valley Boys and Girls Club
- Santa Maria House
- Santa Monica Bay Area Drug Abuse Council
- Santa Monica Symphony Association
- Sequoyah Educational Center
- Services Center for Independent Living
- Shelhevet High School
- Sino Charity Foundation
- Society for Calligraphy
- Society of Saint Vincent de Paul—Council of Los Angeles
- Soledad Enrichment Action
- Songwriters Resources and Services
- Sonshine Youth Services
- South Bay Boys and Girls Club
- South Bay Coalition
- South Central Food Distributors
- Southern California Association of Non-Profit Housing
- Southern California Ecumenical Council
- Southern California Foster Family Agency
- Southern California Rehabilitation Services
- Southern California Women for Understanding
- Southwest Chamber Music Society
- St. Francis House
- Substance Abuse Foundation of Long Beach
- Tana Group Home
- Teens Happy Home
- Thelma's Group Home
- Therapeutic Living Centers for the Blind
- Tomorrow's Entrepreneurs Today
- Tree Musketeers
- United Lesbians of African Heritage
- United Latino Fund
- Urban Health Care Project
- Valley Home for Women
- Verdugo Hills Alanon Club
- Verdugo Woodlands Ducks Club
- Victory Foundation
- Vista Nova Home for the Blind
- Volunteers of America of Los Angeles
- Watts Health Systems
- West Antelope Valley Educational Foundation
- West Covina Foster Family Agency
- West Pasadena Residents Association
- Whittier Cultural Arts Foundation
- Witherbee Foundation
- WRAP Agency


Madera
- Madera Coalition for Community Justice
- Shared Ministries—Eastern Madera County

Marin
- A Broader Living Experience
- Alliance for the Mentally Ill—Marin
- American Communications Foundation
- American Decorative Arts Forum of Northern California
- American Sports Institute
- Amigos de las Americas
- Angel Island Association
- Association of Housing Management Agents
- Asthma Education and Resource Council
- Bay Area Discovery Museum
- Bay Institute of San Francisco
- California Neuropsychology Services
- Canal Community Alliance
- Cascade Canyon School
- Center Point

* denotes NIAC member for five or more years.
1997 NIAC Members

• Children's Garden of California
• Chorale Singers of Marin
• Corte Madera Larkspur Schools Foundation
• Cultural Homestay International
• Dental Health Foundation
• Digital Village Foundation
• Drawbridge: An Arts Program for Homeless Children
• Elpida House
• Environmental Forum of Marin
• Face the World Foundation
• Fair Housing of Marin
• Fairfax-San Anselmo Children's Center
• Family Service Agency of Marin County
• Fifth Business
• Four Winds West
• Garden School
• Headlands Center for the Arts
• Jenifer Altman Foundation
• Just Think Foundation
• Khas Kids
• Liss Fain Dance
• Marin AIDS Interfaith Network
• Marin Athletic Foundation
• Marin Bocce Federation
• Marin Child Abuse Prevention Council
• Marin Child Care Council
• Marin City Children’s Program
• Marin Civic Ballet Association
• Marin Community Food Bank
• Marin Council of Agencies
• Marin Court Appointed Special Advocate Program
• Marin Education Fund
• Marin Interfaith Homeless Chaplaincy
• Marin Performing Stars
• Marin Senior Coordinating Council
• Marin Services for Men
• Marin Services for Women
• Matrix
• Meals of Marin
• Mill Valley Schools Community Foundation
• Mountain Play Association
• Mt. Tamalpais Interpretive Association
• National Society of Fund Raising Executives
• Golden Gate Chapter
• New Century Chamber Orchestra
• Northbay Children’s Center
• Northbay Ecumenical Homes
• Novato Human Needs Center
• Novato Youth Center
• Olive Avenue Apartments
• Parent Services Project
• Parents United
• Phillips-Morrison Institute of California
• Public Art Works
• Replenish
• San Geronimo Valley Art Center
• Sausalito Salvage Shop
• Senior Access
• School Environmental Education Docents
• Shakespeare at the Beach
• Summer Search Foundation
• Teen Inspiration
• Trips for Kids
• Voices of Healing
• Volunteer Center of Marin County
• WILDCARE: Terswilling Nature Education and Wildlife
• Youth Service California

MARICOSA
• Almost Lake Home
• Mariposa County Fish and Game Protective Association
• Mariposa Golden Agers
• Mountain Crisis Services
• SPCA of Mariposa County

MERED
• A Woman’s Place of Merced County
• Central Valley Opportunity Center
• Challenged Family Resource Center
• Love, Inc. of Greater Merced
• Merced-Mariposa District Council of St. Vincent de Paul

MENDOCINO
• Arena Renaissance Company
• Emergency Sanctuary for Coastal Acts
• Food Street Project
• Guadalena Community Center
• Lords Land
• Mendocino Coast Botanical Gardens
• Preservation Corporation
• Mendocino Coast Christian School
• Mendocino County Public Broadcasting
• KZYX Radio
• Mendocino Dispute Resolution
• Mendocino Food and Nutrition Program
• Mendocino Latinos Para La Comunidad
• Pacific Environmental Education Center
• Pacific Textile Arts
• Project Sanctuary
• Redwood Project for Healing
• Thomas More Preparatory School

• denoted NIAC member for five or more years
1997 NIAC Members

Carmel Performing Arts Festival
- Central Coast Center for Independent Living
- Central Coast Hospice Foundation
- Central Coast Lighthouse Keepers
- Charitable Council of Monterey County
- Coalition of Homeless Services Providers
- Community Human Services
- Dixieland Monterey
- EO.O.D Crops
- Forest Theatre Guild
- Friends of Sunset Foundation
- John XXIII AIDS Ministry
- Lyceum of Monterey County
- Meals on Wheels of the Monterey Peninsula
- Monterey Bay Blues Festival
- Monterey County Youth Museum
- Monterey Peninsula Chamber Music Society
- Monterey Peninsula College Foundation
- Monterey Peninsula Jr. Golf Association
- Operation Shoe Strings
- Pacific Ceteration
- Pacific Repertory Theatre
- Peacock Acres Group Homes
- Peninsula Outreach—Welcome House
- Preventing Alcohol Related Trauma in Salinas
- Second Chance Youth Program
- Suicide Prevention Center of Monterey County
- Volunteer Center of Monterey County
- Youth Music Monterey

Napa
- Alternatives in Action
- Choix de Vie
- Community Health Clinic Ole
- Friends of Lincoln Theater

Friends of the Napa River
- LifeWorks
- Napa Alternatives for Children
- Napa County Council for Economic Opportunity
- Napa Valley Alano Club
- Second Helping Thrift Shop
- St. Helena Family Center
- St. Helena Montessori School
- Suscol Council
- Trinity Education Center
- Volunteer Center of Napa County
- 'We Care' Animal Society
- Wildlife Rescue Center of Napa County

Nevada
- Christian Encounter Ministries
- Food Bank of Nevada County
- Foundation of Resources for Equality and Employment
- Gold Country Telecare
- Milhous School
- Sierra Adoption Services
- Sierra Nevada Children's Services

Orange
- Alano Club of Garden Grove
- Alliance for the Mentally Ill of Orange County
- Alzheimer's Association of Orange County
- Anaheim Interfaith Shelter
- Anaheim Interfaith Shelter
- Anaheim Interfaith Shelter
- Asian American Senior Citizens Service Center
- Assistance League of Newport-Mesa
- Blind Children's Learning Center
- Boys and Girls Club of Tustin
- California Health Decisions
- California Institute for Chinese Performing Arts
- California State University—Fullerton Alumni Association
Cardiac Arrhythmias Research and Education Foundation
- Casa Teresa
- Child Guidance Center
- Child or Parental Emergency Services
- Choral Conductors Guild
- Christian Center for Family Care
- Community Crime Fighter
- Concept 7
- Cooper Fellowship
- Costa Mesa Senior Corporation
- Court Appointed Special Advocates of Orange County
- D.A.V. Charities of Greater Los Angeles
- Delhi Community Center
- Development Solutions
- Disability Awareness Coalition
- El Sentido Humano
- Equipping Today's Church
- F.A.C.E.S
- Fair Housing Council of Orange County
- Fashioned Forward Ministries
- Gay and Lesbian Community Services Center
- Girls and Boys Club of Garden Grove
- God's International Resource Link
- Health Education Foundation at Newport Center
- Hearts for the Homeless
- H.O.M.E.S.
- Inside Edge
- International Visitors and Protocol Foundation
- Irvine Senior Foundation
- Irvine Temporary Housing
- Jewish Homes for the Aging
- Jewish Senior Center and Geriatric Services
- Just Jazz
- Kids Cancer Connection
- La Monte Academy
- Laurel House

Lyceum of Monterey County. A NIAC member since 1997, Lyceum develops educational enrichment programs where students get to participate in real-life, hands-on activities that expose them to various careers.

• denotes NIAC member for five or more years
1997 NIAC Members

Leadership Concepts
- Leadership Tomorrow
- Mary's Shelter
- Newport Mesa Halfway House
- No Square Theater
- Orange Coast Interfaith Shelter
- Orange County Community Development Council
- Pat McCormick Educational Foundation
- People for Irvine Community Health
- Pilgrimage Family Therapy Center
- Pressing on Christian Fellowship
- Project Independence
- S.E.E. Center for the Advancement of Deaf Children
- Saint Mary and All Angels School
- Sally's Fund
- Samadana
- San Clemente High School Triton Booster Club
- San Clemente Seniors
- Sheepfold
- Shelter for the Homeless
- South County Senior Services
- Southern California Indian Center
- Southwest Minority Economic Development Association
- Speech and Language Development Center
- Star 6 Children's Foundation
- Star Para Ninos Foster Family Agency
- Syntone Treatment Center
- Toastmaster's International
- Trinity College of Graduate Studies
- Valley View Christian Preschool of Laguna Hills
- Vietnamese Community of Orange County
- Vietnamese League of Orange County
- Volunteer Center of Greater Orange County
- Western Youth Services
- YWCA of Central Orange County
- YWCA of South Orange County
- Alliance for the Mentally Ill of Placer County
- Auburn Women's Center
- Child Abuse Prevention Council
- Children's Psychological Clinic
- Placer Dispute Resolution Service
- Roseville Community Health Foundation
- Roseville Home Start
- Sierra Council on Alcoholism and Drug Dependence
- Sierra Family Services
- Sierra Foothills AIDS Foundation
- Sierra Vista Center
- Somerset Home School
- Squaw Valley Community of Writers
- St. Ambrose Acting Group
- Sun City Roseville Charities
- Plumas Crisis Intervention Resource Center
- Plumas Job Training Center
- RAINBOW Family Support and Resource Network
- Angelica Group Homes
- As Chosen to Serve Ministries
- Assistance League of Riverside
- Banning Youth Center
- Beaumont State Pre-School Corporation
- Boys and Girls Club of Coachella Valley
- Central County United Way
- Chastella
- Children of Parkinsonians
- Children's Playtime Productions
- Coachella Valley Historical Society
- Colombiere Retreat Center
- Court Appointed Special Advocates of Riverside County
- Desert Forum
- Double Check Retreat
- Esperanza Youth and Family Center
- Fair Housing Council of Riverside County
- Family Care Foundation
- Idyllwild HELP Center
- Inland Empire Concilio De La Raza
- Johnson Manor
- Jumpstart Your Life
- Kris' Camp/Therapy Intensive Programs
- Living Free Animal Sanctuary
- National Parenting Institute
- North County Community AIDS Partnership
- Palm Canyon Theater
- Partnership to Preserve Independent Living
- Prime of Life
- Ramona Bowl Music Association
- Reichart and Dodd Foundation

Leadership Concepts, San Juan Capistrano. A NIAC member since 1997, Leadership Concepts trains young people to be creative leaders through retreats, leadership camps and workshops.
1997 NIAC Members

Reynaldo J. Carreon M.D. Foundation
Riverside County Community Investment Corporation
Riverside County Latino Commission on Alcohol and Drug Abuse Services
• Riverside Medical Clinic Foundation
Riverside Recovery Resources
• San Gorgonio Child Care Consortium
• San Jacinto Valley School of the Arts
• Senior Daycare Center/David Kahn Center
• Shelter from the Storm
• Soroptimist House of Hope
• Sun City Concern
• Teen Challenge of Southern California
'U' Turn for Christ
Valley Lutheran Retirement Community
• Valley Restart Shelter
Variety Children's Charities of the Desert
Tent 66
Well in the Desert

Sacramento
Alzheimer's Association—Greater Sacramento Area Chapter
American Leadership Forum—Mountain Valley Chapter
Asian Peace Officers Association
Asian Resources
Associated Family Therapy for Effective Recovery
Better Life Children Services
Big Brothers/Big Sisters of the Greater Sacramento Area
Boys and Girls Clubs of Greater Sacramento
Breaking the Cycle Treatment Programs
California Association of Homes and Services for the Aging
• California Channel
California Child, Youth and Family Coalition
California Consortium for the Prevention of Child Abuse
California Freedom House Fellowship
California Hispanic Commission on Alcohol and Drug Abuse
California Inland Fisheries Foundation
California Rural Indian Health Board
• California State Student Association
California State University Sacramento Trust Foundation
California Wildlife Federation
 Californians for Population Stabilization
Center for Fathers and Families
Chemical Dependency Center for Women and Family Institute
Child Abuse Prevention Council of Sacramento
Children's Research Institute of California Community Enterprises
Diogenes Youth Services
Dr. Martin Luther King Jr. Expo and Job Fair
• El Hogar Mental Health and Community Services of Sacramento
• Elk Grove Mental Health and Community Services of Sacramento
• Elk Grove Historical Society
Fairytale Town
Families United
• Family Service Agency of the Greater Sacramento Area
Francis House of Sacramento
Happy Tails Pet Sanctuary
• Head Trauma Support Project
Healthy Community Forum for the Greater Sacramento Region
His Farm
Home Assistance and Repair Program for Seniors
Home at Last
Human Resources Consultants
• Indian Dispute Resolution Services
• Interfaith Service Bureau
Iroko Foundation
Italian Cultural Society
• Jina-Sacramento Sister City Corporation
Kaplan Foundation
Law Enforcement Chaplaincy
• Lekotek Family Resource Center
Living in Familiar Environments
Mental Health Association—Sacramento Chapter
Mexican-American Alcoholism Program
Michels Education Institute
• National Foundation for the Treatment of Abused Children
• National Visiting Teachers Association
New Horizons Counseling Center
Omni Programs—Peers Against Substance Abuse
• One Shoe Crew
Options Group Homes
Pacific Crest Trail Association
Project Ride North
• River City Recovery Center
River Oak Center for Children
Sacramento Alliance for the Mentally Ill
Sacramento Area Emergency Housing
Sacramento Area Fire Fighters Burn Center Committee
Sacramento Black Alcoholism Center
Sacramento Center for Assistive Technology
Sacramento Hearing Services Center
Sacramento Loaves and Fishes
• Sacramento Museum of History, Science and Technology
Sacramento Occupational Advancement Resources
Sacramento Society for the Blind
SacraMentor Program
Senior Center of Elk Grove
Serene Community Homes
Sierra Curtis Neighborhood Association
Sierra Regional Ski for Light
SMART Kids
St. Francis Home for Children
St. John's Shelter for Women and Children
Stanford and Lathrop Memorial Home for Friendless Children
Training Toward Self-Reliance
Treat'em Like a King
Upper Sacramento River Exchange
Uptown Arts
Visions Unlimited—South Area Mental Health Clinic
• Volunteers of America, Sacramento and Central Valley
W.E.A.V.E.
Wellspring Women's Center
Women's Civic Improvement Club of Sacramento
YWCA of Sacramento

San Benito
• Baler Foundation
• Chamberlain's Children Center
Community Pantry of San Benito County
• Cuddly Critters
Jovenes de Antano Del Condado de San Benito
San Benito Health Foundation

* denotes NIAC member for five or more years
1997 NIAC Members

SAN BERNARDINO
Alameda Empire
Alzheimer's Disease and Related Disorders Association
Andmar Residential Home
ASA Learning Center
• Christian Counseling Service
• Fair Housing Council
• Inland Area Native American Association
• Lytle Creek Community Center
• Lytle Creek Senior Citizens Association
• Morongo Basin Adult Health Services
• Morongo Basin Mental Health Services Association
• P.H.L.L.O.S Adolescent
• Rancho Cucamonga Friendship for Animals
• Rolling Start
San Bernardino Child Advocacy Program
San Bernardino National Forest Association
• San Gorgonio Volunteer Association
• Superior Image Economic Development Corporation
• United Cancer Research Society
• Vigor International Group Homes

SAN DIEGO
AIDS Walk San Diego
Alpha of San Diego
• Alzheimer's Disease and Related Disorders Association
• Angel Society of Fallbrook
• Arid Hispanic Women's Program
• Assistance League of Escondido Valley
• At Your Home Services
• Bayview Community Development Corporation
• Big Brothers of San Diego County
• Big Sister League Residency
• Big Sister League
• Borrego Springs Children's Center
• Borrego Springs Youth Center
• Boys and Girls Club of Fallbrook
• Boys and Girls Club of National City
• California Black Health Network
• California Southern Small Business Development Corporation
• Center for Social Services
• Centro Cultural de la Raza
• Che Cafe Collective
• Children's Education with Care
• Christian Assisted Recovery Environments
• Clairemont Friendship Center
• Classics for Kids
• College Area Economic Development
• Community Care for Adults
• Community Connection Resource Center
• Community Economic Development Association
• Corrective Behavior Institute
• Crisis House
• Deaf Community Services of San Diego
• Eldercare of San Diego
• Environmental Health Coalition
• Escondido Child Development Center
• Escondido Historical Society
• Fallbrook Child Development Center
• Fallbrook Players
• Fresh Start Surgical Gifts
• Group Conscience
• Harborside School
• Harry E. and Rachael M. Moeller Foundation
• Home Start
• International Mutual Assistance Association
• J.W. Sefton Foundation
• Ken Jewish Center
• Kids on the Block
• Lakeside Historical Society
• MJB Homes
• Meeting Place
• Mid-City Christian Services
• Motor Transport Museum
• Mountain Empire Historical Society
• National Network of Grant Makers
• Newport Mesa School Foundation
• Ocean Beach Community Development
• Operation Understanding of San Diego
• Pacific Intercultural Exchange
• Palomar Family Counseling Service
• Partners—A UMC Mentoring Program
• Progressive Social Service Systems Technology
• San Diego BayKeeper
• San Diego Brain Injury Foundation
• San Diego Catholic Worker
• San Diego Children's Choir
• San Diego Christian Servicemen's Center
• San Diego Comprehensive Oral Health Center
• San Diego Future Leaders
• San Diego Second Chance Program
• San Diego Symphony
• San Pasqual Battlefield Volunteer Association
• Sanctuary, Domestic Violence Resources
• Schizophrenics in Transition
• Southern Regional Resource Center
• Southwest Wetlands Interpretive Association
• Support Center/Executive Service Corps of San Diego

SAN FRANCISCO
AIDS Vaccine Advocacy Coalition
Academy of Friends
Alternative Family Services
• American Society on Aging
• Angel Island Immigration Station Foundation
• Architectural Foundation of San Francisco
• Asian Pacific American Community Fund
• Audrey L. Smith Developmental Center
• Bay Area Career Women Association
• Bay Area Classic Learning
• Bay Area Physicians for Human Rights
• Bayview Opera House
• Bernal Heights Community Foundation
• Better Health Foundation
• Black Coalition on AIDS
• Booker T. Washington Community Services Center
• Breast Cancer Action
• Bridge to Asia Foundation
• CVE, Inc.
• California Court Appointed Special Advocates Association
• California Environmental Trust

Teatro Mascara Magica
Trabajadores—San Diego
• Veteran's Memorial Center
• Vietnam Veterans of San Diego
• Vista Foundation
• Voices for Children and Friends of Voices for Children
• Walden Environment
• Wellness Community of San Diego
• William D. Lynch Foundation for Children
• Youth for Progress

*denotes NIAC member for five or more years*
1997 NIAC Members

California Northern Coastal Area of Alcoholics Anonymous
California Summer Music
Capp Street Project
Center for Critical Architecture
Center for Environmental Health
Central County United Way
Central Works
Centro Latino de San Francisco
Chemical Awareness and Treatment Service
Children's Psychological Trauma Center
Chinese for Affirmative Action
College Bound Foundation
Committee for Ciudad de los Ninos de Salamanca
Committee to Restore the Opera House
Committee to Save St. Brigid's Church
Communities in Harmony Advocating for Learning
Community Design Center
Community Housing Partnership
Concentric Media
Continuum HIV Day Services
Digital Queers
Dolores Street Community Services
EDGE: Alliance of Ethnic and Environmental Organizations
ETVC: Educational TV Channel
Emanuel Achievement Program
Episcopal Community Services of San Francisco
Esprit de Corp Foundation
Family Link
Farallon Documentary Films
Faralone Marine Sanctuary
Fellowship Academy and Preschool
Filipino American Council of San Francisco
Filipino Task Force on AIDS
Florence Crittenton Services
Food Runners
Footloose Dance Company and Venue 9
Fort Mason Community Garden
Friends of Ethnic Arts
Friends of Scrap
Gay Asian Pacific Alliance Community HIV Project
George Coates Performance Works
Girls and Boys Against Gangs
Global Exchange
Greater Bay Area Family Resource Network
Greenlining Institute
Haight Ashbury Food Program
Hands on San Francisco
Harrison's Out of School Program
Harvey Milk Institute
Health Access Foundation
Health Initiatives for Youth
Homecare Companions
Homeless Prenatal Program
Housing Development and Neighborhood Preservation
I Have A Dream Foundation—Oakland Improvworks—The San Francisco Center for Improvisation
Independent Housing Services
Instituto Pro Musica de California
International Gay and Lesbian Human Rights Commission
International AIDS Society—USA
International Development Exchange
Kearny Street Workshop
Kid's Turn
Korean Community Service Center
La Casa de las Madres
Latino Issues Forum
Lavender Youth Recreation and Information Center
Lesbian Gay Chorus of San Francisco
LifeLine Mission of San Francisco
Men Overcoming Violence
Meals on Wheels of San Francisco
Mexican Cultural Center
Mexican Museum
Mid-Weeklies
Mission Childcare Consortium
Mission Cultural Center for Latino Arts
Museum of the City of San Francisco
Names Project Foundation
National Concilio of America
Network on Women in Prison
New Fillmore Community Theater
Northern California Supplier Development Council
OMH Neighbors in Action
Oceanview Mercy Ingleside Community Association
Oakland Youth Services
Operation Understanding, San Diego.
A NIAC member since 1996, Operation Understanding promotes interracial harmony, understanding and cooperation between African Americans and Jewish Americans.

One at a Time Foundation
Orchidmania
Partners in School Innovation
Patient Assistance Foundation
Pesticide Action Network North America Regional Center
Planning Association for the Richmond Portola Family Connection Center
Precita Eyes Mural Arts Center
Presidio World College
Private Industry Council of San Francisco
Program Planeteer
Project Respect
Public Glass
Radiology Research and Education Foundation
Redefining Progress
Refugee Transitions
Renaissance Parents of Success
Richmond District Neighborhood Center
Saint Vincent de Paul Society of San Francisco
San Francisco Adult Day Health Network
San Francisco African American Historical Society
San Francisco Arts Education Project

* denotes NIAC member for five or more years
1997 NIAC MEMBERS

San Francisco Bay Area Broadcast Skills Bank
San Francisco BayKeeper
San Francisco Boys and Girls Club
San Francisco Camerawork
San Francisco Center for the Book
San Francisco Challenge
San Francisco Child Abuse Council
San Francisco Children's Art Center
San Francisco Chinese Parents School Committee
San Francisco Clothing Bank
San Francisco Education Fund
San Francisco Educational Services
San Francisco Family Foundation
San Francisco Free Clinic
San Francisco Friends of the Urban Forest
San Francisco League of Urban Gardeners
San Francisco Ministry to Nursing Homes
San Francisco Network of Mental Health Clients
San Francisco Peniel Missions
San Francisco Performing Arts Library and Museum
San Francisco Psychotherapy Research Group
San Francisco Regional Cancer Foundation
San Francisco S.A.F.E.
San Francisco Study Center
San Francisco Urban Service Project
Save the Redwoods League
Shakespeare San Francisco
Smuin Ballets
Society for Art Publications of the Americas
Sojourner Truth Foster Family Service Agency
Square and Circle Club of San Francisco
Starr King Park
STOP AIDS Project
Support Center for Nonprofit Management
Tax-Aid
Tenderloin AIDS Resource Center
U.S. El Salvador Institute for Democratic Development
Victorian Alliance
Volunteer Center of San Francisco
Volunteers in Parole
Wagner Society of Northern California
Western Roundup/Living Sober of San Francisco
Western States Seismic Policy Council
Wiley W. Manuel Law Foundation
William G. Irwin Charity Foundation
Women's Educational Media
Women's Initiative for Self-Employment
World Centre—San Francisco
Yerba Buena Gardens Studio for Technology and the Arts
Yoga Society of San Francisco
Young Audiences of the Bay Area

SAN JOAQUIN
Asian Pacific Self-Development and Residential Association
Beacon Lighthouse
The Boys and Girls Club of Stockton
Circle C Ranch
Cottage Oaks Medical Outreach
Family Resource Network
Lil'put Children's Services
Share Homes
Society of St. Vincent De Paul of Stockton
Stocktonians Taking Action to Neutralize Drugs

SAN LUIS OBISPO
Allied Arts Association
Atascadero Recreation Center Committee
Clark Orrivit Foundation
Economic Vitality Corporation of San Luis Obispo
Family Care Network
Food Bank Coalition of San Luis Obispo County
Foundation for the Performing Arts Center
Foundation for Community Design
Friends Outside in San Luis Obispo County
Friends of San Luis Obispo Botanical Garden
Heritage Village Seniors
Hesed Christian Ministries
LifeSpan Services Network
NCI Affiliates
Natural History Association of San Luis Obispo County
Paso Robles Foundation for Culture and the Arts
People Helping People Pioneer Players
Robert H. Jansen Foundation
San Luis Obispo Children's Museum
San Luis Obispo County AIDS Support Network
San Luis Obispo Literacy Council
South County Performing Arts Building Foundation

SAN MATEO
Adopt International
All Stars Helping Kids
American Soviet Union for Microbiology
Bayshore Child Care Services
Burlingame Historical Society
California Council for the Social Studies
Carey School
Daily City Emergency Food Pantry
Death with Dignity
Dreamkeeper—Partners in Education
Edgewood Transitional Living

San Francisco BayKeeper. A NIAC member since 1993, BayKeeper keeps a protective eye on the San Francisco Bay and reports possible environmental violations to state and federal agencies.
1997 NIAC Members

El Centro de Libertad—The Freedom Center
Emergency Hunger Fund of Redwood City
Foundation for Autistic Childhood Education and Support
Foundation for the Fine and Performing Arts
GATE Parents Group of the San Mateo Union High School Girls’ Middle School
Gorilla Foundation
• Hillsborough Schools Foundation
Holocaust Oral History Project
• Human Investment Project
• Institute for the Advancement of Human Behavior
• Jean Weingarten Oral School for the Deaf
• Kallos Home and Training Center
• La Casa de San Mateo
Latinos Commission on Alcohol and Drug Abuse Services of San Mateo
• Marin Association for Retarded Citizens
• Mate Foundation
Neutral Zone
Performing Arts for Youth Society
PCC/Zonta and Peninsula Children’s Center Charter
• Peninsula Community Foundation
Peninsula Humane Society
• Peninsula League
• Peninsula Network of Mental Health Clients
Peninsula Outright Programs
Rape Trauma Services
Redwood City Elementary Schools Citizens’ United Effort
Redwood City Friends of Literacy
• San Mateo Coast Natural History Association
• Shule Mandela Academy
Solidarity Fellowship
Sor Juana Ines
• South Coast Children’s Services
• Tax-Aid
Theater International
• This Side of the Hill Players
Tri-City Concert Association
SANTA BARBARA
• ARC of Santa Maria Valley
American Philanthropy Association
• Anger Management and Counseling Services
Animal Shelter Assistance Program of Santa Barbara
Boys and Girls Club of Santa Maria Valley
Central Coast Headway
• Community Environmental Council
Contemporary Music Theatre
Cornerstone House of Santa Barbara
Court Appointed Special Advocates of Santa Barbara
Endowment for Youth
Family Life Counseling Services
Foundation for Horses and Other Animals
• Good Samaritan Shelter
Jodi House
Life Options, Vocational and Resource Center
Lompoc Housing Assistance Corporation
Meals on Wheels of Lompoc
Music and Arts Conservatory of Santa Barbara
• New Directions for People with Disabilities
Northern Santa Barbara County Alliance for the Mentally Ill
Santa Barbara Electric Transportation Institute
Santa Barbara Family Care Center
Santa Barbara Marine Mammal Center
• Santa Barbara Rape Crisis Center
Santa Barbara Rescue Mission
Santa Maria Arts Council
Santa Maria Civic Theatre
Santa Maria Valley Youth and Family Center
• Senior Programs of Santa Barbara
• SMILE
• SMOOTH
South Coast Business Network
Volunteers for Inter-Valley Animals
Valley of Flowers Half Century Club
SANTA CLARA
A Place For Teens
Active Learning in the Arts
Advantage Youth Homes
Alano Club West of San Jose
Alliance For Community Care
• Amanda Maria of Los Altos Hills
Arts Council of Santa Clara County
Beginning Step to Independence
• Bill Wilson Center
Braille Transcription Project of Santa Clara County
• California Council for the Promotion of History
Center for Excellence in Nonprofits
Child Quest International
Christian Environmental Association
Christian Family Fellowship
Christmas Dinner Fund
Combined Addicts and Professionals Services
• Community Coordinated Child Development Council
Community Family Services

Community Health Awareness Council
Court Designated Child Advocates of Santa Clara
• Cupertino Senior Day Services
Daybreak Childcare Network
• Diabetes Society of Santa Clara Valley
• El’s Residential Group Home
• Ethiopian Community Services
• Family Giving Tree
• Good Shepherd Fund
• GRASP Foundation
• Graystone Ionic and School Club
• Green Pastures
Heart of the Valley Services for Seniors

* denotes NIAC member for five or more years
1997 NIAC Members

- Higher Education Policy Institute
- Homeless Care Force
- Information and Referral Services
- Joy Adolescent Treatment Center
- Jumpstart Your Life
- KARA
- Kids in Common
- Korean American Community Services
- LOP Center
- Literacy Alliance for the South Bay
- Live Oak Adult Day Services
- Los Gatos Athletic Association
- Los Gatos Community Foundation
- Lone, Inc. of Santa Clara County
- Mental Research Institute
- Morgan Center
- Morgan Hill Historical Society
- Nonprofit Development Center
- Northside Theatre Council of San Jose
- People Acting in Community Together
- Peninsula Parents and Friends of Lesbians and Gays
- Pacific Autism Center for Education
- Parkinson's Institute
- Peninsula Area Information and Referral Service
- Process Therapy Institute
- Project Sentinel Fair Housing
- Resources for Families and Communities
- San Francisco Bay Bird Observatory
- San Jose Children's Musical Theater
- San Jose Day Nursery
- San Jose Shelter
- San Jose Tomorrow

- San Juan Bautista Child Care Center
- Santa Clara County Bar Association Law Foundation
- Santa Clara County Committee for Employment of the Disabled
- Santa Clara Historical and Genealogical Society
- Santa Clara Valley MultiService Center
- Saratoga Area Senior Coordinating Council
- Saratoga Historical Foundation
- Sensory Access Foundation
- Shoot for the Stars
- Silicon Valley Pollution Prevention Center
- Silicon Valley Toxics Coalition
- South Valley Civic Theatre
- South Valley Symphony
- Stanford Bay Area Charities
- Summit League
- Theater Angels' Art League
- Timpson Center
- Vietnamese American Cultural and Social Council
- Vision Morgan Hill Foundation
- Women and their Children's Housing
- West Bay Opera Association
- Youth Focus

Santa Cruz

- Above the Line
- Agricultural History Project
- Alzheimer's Association of Santa Cruz
- Cabrillo Guild of Music
- California Grey Bears
- Capacitar
- Center for the Future of Teaching and Learning
- Children's Placement Service
- Cindy's Celebrations
- Community Action Board of Santa Cruz County
- Community Options
- Conflict Resolution Center
- Corralitos Padres
- Court Appointed Special Advocates of Santa Cruz County
- Defense de Mujeres
- Democratic Management Services
- Dientes, the Community Dental Clinic
- Downtown Management Corporation of Santa Cruz
- Earth Links
- Education Programs Associates
- Education, Training and Research Associates
- Emeline Child Care Center
- Eschaton Foundation
- Familia Center
- Family Service Association of the Pajaro Valley
- Five Branches Institute
- Friends of the Santa Cruz Public Libraries
- Future Families
- Group Home Society
- Homeless Community Resource Center
- La Que Sabe Art Foundation
- Life Lab Science Program
- Live Oak Multipurpose Senior Center
- Loch Lomond Celtic Society
- Monterey Bay Salmon and Trout Project
- Mountain Parks Foundation
- Native Animal Rescue
- New Horizons School
- Organic Farming Research Foundation
- Pacific Coast Youth Home
- Pacific Village School
- Pajaro Valley Historical Association
- Pajaro Valley Housing
- Pajaro Valley Shelter Services
- Parents Center
- Project Scout
- San Lorenzo Valley Main Street
- San Lorenzo Valley Mountain Community Theater
- Santa Cruz AIDS Project
- Santa Cruz Bluegrass Society
- Santa Cruz Campus Bike Center
- Santa Cruz Citizen's Committee for the Homeless
1997 NIAC Members

Santa Cruz Clean and Sober Homes
Santa Cruz County Junior Golf Association
• Santa Cruz County Symphony Association
Santa Cruz County Veterans Memorial Building
• Santa Cruz Lesbian, Gay Community Center
• Santa Cruz SPCA
Sembrando El Futuro
Senior Network Services
Seniors Council of Santa Cruz and San Benito Counties
Skills Center
• Spiritual Emergence Network
• Traveling School
• Triad Community Services
• Trichotillomania Learning Center
United Services Agency
United Way of Santa Cruz
• Valley Churches United
Valley Resource Center
• Walnut Avenue Women's Center
Watsonville YWCA Child Care Center and Watsonville YWCA
• Welfare and Low-Income Support Network
• William James Association
Women's Cancer Advocacy Resources and Education
Women's Crisis Support and Shelter Services
Young at Heart Project
Youth Opportunities—Santa Cruz

Shasta
Alternatives to Violence
Changing Lives
Cottonwood Community Park
Empire Recovery Center

Good News Rescue Mission
Northern California Center for Family Awareness
Riverfront Playhouse
• Senior Legal Center of Northern California
Shasta County Child Abuse Prevention Coordinator Council
Shasta County Women's Refuge
Shasta Sierra Work Furlough
• United Lumbee Nation of Northern California and America
• United Way of Northern California
• Youth Enrichment Services

Siskiyou
FieldGuides
Great Northern Corporation
• Josephine Taylor Foundation
• Siskiyou Child Care Council
• Siskiyou Domestic Violence Program
• Siskiyou Performing Arts Center
• Siskiyou Youth Shelter
ST.A.R.T.
TeenEdge

Sonoma
• Actors' Theatre of Sonoma County
Ananda Institute
Association of Behavior Consultants
Becoming Independent
Bird Rescue Center
• Boys and Girls Club of Santa Rosa
• Care Children's Counseling Center
• Circuit Rider Productions
• Coastwalk
• Community Childcare Council of Sonoma County
Community Projects
• Diabetes Society of Sonoma County
• Extended Child Care Coalition
Family Service Agency and Community Counseling Services
• Fort Ross Interpretive Association
Friends of the Animals in the Redwood Empire
Gray Foundation
• Greenacres Homes
Healdsburg Boys and Girls Club
Henry House
• Homeless Prevention Group of Rohnert Park, Cotati, and Pennbrook
• Hope Counseling Services
Hospital Chaplaincy Services
Individuals Now
• Inter-Faith Shelter Network
Jewish Community Agency of Sonoma County
Jewish Day School
Joy Riders Foundation
Latino Commission on Alcohol and Drug Abuse Services of Sonoma
• Life Management Institute
Local Earth Action Forum—Sonoma Ecology Center
My Body is Healthy
Napa Valley Opera House
New Directions Adolescent Services
Northwestern Pacific Railroad Historical Society
On Our Own
Pet's Lifeline
Plumfield Academy
R Hoitse and Rincon School
Redwood Arts Council
Russian River Jazz Festival
Schools Plus
Service Outreach Motivation Empowerment
Sonoma City Opera

New Horizons School, Santa Cruz. A NIAC member since 1997, New Horizons provides an alternative school to address the unique needs of homeless and economically disadvantaged youth ages 4-18.

* denotes NIAC member for five or more years
1997 NIAC Members

Sonoma Community Center
• Sonoma County A.I.D.E.
Sonoma County AIDS Network
• Sonoma County Academic Foundation for Excellence in Medicine
• Sonoma County Alzheimer's Task Force
• Sonoma County Community Foundation
Sonoma County Indian Health Project
• Sonoma County Men's Support Center
• Sonoma County People for Economic Opportunity
• Sonoma County Rental Information and Mediation
• Sonoma State Historic Park Association
• Sonoma Valley Chorale
• Technical Assistance and Support Services
• True to Life Children's Services
• Vietnam Veterans of California
• Vintage House Senior Multipurpose Center
• Volunteer Center of Sonoma County
• West Coast Academy
• West Santa Rosa Local Action Council

Sutter
• California Age Research Institute
• Family Life Foundation
• Yuba Sutter Alliance for the Mentally Ill
• Yuba-Sutter Economic Development
• Yuba-Sutter Gleaners Food Bank

Tehama
• Deer Creek Watershed Conservancy
• Tehama Recovery Center

Tulare
• Central California Family Crisis Center
• Community Services and Employment Training
• Court Appointed Special Advocates of Tulare County
• El Granito Foundation
• Lindsay-Strathmore Coordinating Council
• Love, Inc. of Tulare County
• Pioneer Home Outreach
• Porterville Gleaning Seniors
• Pro-Youth Visalia
• Tulare County Alcoholism Council
• Tulare County Hispanic Commission on Alcoholism
• Tulare County League of Mexican-American Women
• Turning Point of Central California
• Visalia Rescue Mission

Ventura
• Alzheimers Disease/Related Disorders Association
• Arts Council of the Conejo Valley
• Center for Studies of the Future
• Coalition to End Domestic and Sexual Violence
• Corriganville Preservation Committee
• Friends of the Thousand Oaks Library
• Khepera Recovery Homes
• Long Term Care Services of Ventura County
• Marine Mammal and Wildlife Center
• Meadowlark Service League
• Oakbrook Park Chumash Indian
• Project Understanding of Ventura
• Raptor Rehabilitation and Release Program
• Santa Paula Theater Center
• Sarah's House
• Tri-County Easter Seal Society
• Ventura Family Center
• Youth Connection of Ventura County

Yolo
• Cache Creek Lodge
• Citizens Who Care
• Community Care Car
• Court-Appointed Special Advocates of Yolo County
• Davis Community Meals
• Davis Mutual Housing Association
• FamiliesFirst
• Friends of the Allied Non-Profits
• Mental Health Association of Yolo County
• Morning Star Summer Enrichment Program
• People Resources
• Re-Runs
• Sexual Assault and Domestic Violence Center
• Short Term Emergency Aid Committee of Davis
• Solar Community Housing Association

Yuba
• Tri-County Respite Care
• Summer House and Davis Summer House
• Woodland Youth Services
• Yolo Community Care Continuum
• Yolo Connections
• Yolo County Coalition Against Hunger
• Yolo Wayfarer Center
INDEPENDENT AUDITORS' REPORT

We have audited the accompanying consolidated balance sheets of Nonprofits' Insurance Alliance of California (the Company) as of December 31, 1997 and 1996 and the related consolidated statements of income, members' equity and cash flows for the years then ended. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the Company as of December 31, 1997 and 1996 and the results of its operations and its cash flows for the years then ended in conformity with generally accepted accounting principles.

Deloitte & Touche LLP
Deloitte & Touche, LLP
San Jose, California
March 6, 1998
## CONSOLIDATED BALANCE SHEETS

**Years Ended December 31, 1997 and 1996**

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>1997</th>
<th>1996</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investments:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted investments at market</td>
<td>$2,057,077</td>
<td>$1,906,859</td>
</tr>
<tr>
<td>Investments at market</td>
<td>$17,050,365</td>
<td>$14,072,831</td>
</tr>
<tr>
<td>Total Investments</td>
<td>19,107,442</td>
<td>15,979,690</td>
</tr>
<tr>
<td>Cash</td>
<td>—</td>
<td>285,848</td>
</tr>
<tr>
<td>Premiums receivable, net of allowance for doubtful accounts of $5,859 in 1997 and $10,317 in 1996</td>
<td>1,952,858</td>
<td>1,046,293</td>
</tr>
<tr>
<td>Interest receivable</td>
<td>272,051</td>
<td>249,863</td>
</tr>
<tr>
<td>Prepaid expenses and deposits</td>
<td>33,220</td>
<td>23,148</td>
</tr>
<tr>
<td>Reinsurance recoverable</td>
<td>7,584,120</td>
<td>7,312,456</td>
</tr>
<tr>
<td>Prepaid reinsurance premium</td>
<td>1,177,502</td>
<td>1,160,454</td>
</tr>
<tr>
<td>Deferred acquisition costs</td>
<td>994,850</td>
<td>748,118</td>
</tr>
<tr>
<td>Income tax receivable</td>
<td>15,497</td>
<td>1,005,236</td>
</tr>
<tr>
<td>Deferred tax asset</td>
<td>374,918</td>
<td>605,755</td>
</tr>
<tr>
<td>Property and equipment, net of accumulated depreciation of $203,054 in 1997 and $210,699 in 1996</td>
<td>119,481</td>
<td>169,008</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$31,631,939</td>
<td>$28,585,869</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES AND MEMBERS' EQUITY</th>
<th>1997</th>
<th>1996</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outstanding checks</td>
<td>$102,192</td>
<td>$—</td>
</tr>
<tr>
<td>Loss and loss adjustment expense reserves</td>
<td>18,238,613</td>
<td>16,960,335</td>
</tr>
<tr>
<td>Unearned premiums</td>
<td>5,368,694</td>
<td>4,602,502</td>
</tr>
<tr>
<td>Reinsurance payable</td>
<td>1,814,884</td>
<td>1,401,701</td>
</tr>
<tr>
<td>Accounts payable</td>
<td>600,698</td>
<td>527,755</td>
</tr>
<tr>
<td>Other accrued liabilities</td>
<td>496,952</td>
<td>291,496</td>
</tr>
<tr>
<td>Income taxes payable</td>
<td>—</td>
<td>866,300</td>
</tr>
<tr>
<td>Subordinated debt</td>
<td>26,622,033</td>
<td>24,650,089</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$1,300,000</td>
<td>1,300,000</td>
</tr>
</tbody>
</table>

See notes to consolidated financial statements.

## CONSOLIDATED STATEMENTS OF INCOME

**Years Ended December 31, 1997 and 1996**

<table>
<thead>
<tr>
<th>REVENUES</th>
<th>1997</th>
<th>1996</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross written premium</td>
<td>$11,598,848</td>
<td>$10,305,225</td>
</tr>
<tr>
<td>Ceded premium</td>
<td>(2,631,928)</td>
<td>(2,687,077)</td>
</tr>
<tr>
<td>Net written premium</td>
<td>8,966,920</td>
<td>7,618,148</td>
</tr>
<tr>
<td>Increase in unearned premium</td>
<td>(749,145)</td>
<td>(478,802)</td>
</tr>
<tr>
<td>Net earned premium</td>
<td>8,217,775</td>
<td>7,139,346</td>
</tr>
<tr>
<td>Net restricted investment income</td>
<td>93,185</td>
<td>81,482</td>
</tr>
<tr>
<td>Net investment income</td>
<td>972,124</td>
<td>770,986</td>
</tr>
<tr>
<td>Net realized gain (loss) on sales of investments</td>
<td>36,787</td>
<td>(38,162)</td>
</tr>
<tr>
<td>Other income</td>
<td>266,984</td>
<td>177,175</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$9,586,855</td>
<td>$8,130,827</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>1997</th>
<th>1996</th>
</tr>
</thead>
<tbody>
<tr>
<td>Losses and loss adjustment expenses incurred</td>
<td>5,502,796</td>
<td>5,072,325</td>
</tr>
<tr>
<td>Salaries and employee benefits</td>
<td>1,426,558</td>
<td>1,250,737</td>
</tr>
<tr>
<td>Commission expense</td>
<td>1,216,486</td>
<td>854,497</td>
</tr>
<tr>
<td>Other expense</td>
<td>276,245</td>
<td>101,985</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$8,422,085</td>
<td>$7,229,544</td>
</tr>
</tbody>
</table>

| INCOME BEFORE INCOME TAXES | 1,164,770 | 851,283 |
| INCOME TAX EXPENSE | 398,099 | 303,377 |
| **NET INCOME** | $766,671 | $547,906 |

See notes to consolidated financial statements.
## Consolidated Statements of Members’ Equity

### Years Ended December 31, 1997 and 1996

<table>
<thead>
<tr>
<th></th>
<th>Members’ Contributions</th>
<th>Other Paid-in Capital</th>
<th>Retained Earnings</th>
<th>Net Unrealized (Losses)</th>
<th>Total Gains on Investments</th>
<th>Members’ Equity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BALANCES, January 1, 1996</strong></td>
<td>$ 601,234</td>
<td>$ 31,054</td>
<td></td>
<td>$ 1,267,689</td>
<td>$ 183,414</td>
<td>$ 2,083,391</td>
</tr>
<tr>
<td><strong>Change in net unrealized</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>gain, net of deferred tax</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>of $51,331</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Members’ contributions</strong></td>
<td>104,125</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>104,125</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>547,906</td>
</tr>
<tr>
<td><strong>BALANCES, December 31, 1996</strong></td>
<td>705,359</td>
<td>31,054</td>
<td>1,815,595</td>
<td>83,772</td>
<td>2,635,780</td>
<td></td>
</tr>
<tr>
<td><strong>Change in net unrealized</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>gain, net of deferred tax</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>of $11,677</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Members’ contributions</strong></td>
<td>79,558</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>79,558</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>766,671</td>
</tr>
<tr>
<td><strong>BALANCES, December 31, 1997</strong></td>
<td>$ 784,917</td>
<td>$ 31,054</td>
<td>$ 2,582,266</td>
<td>$ 311,669</td>
<td>$ 3,709,906</td>
<td></td>
</tr>
</tbody>
</table>

*See notes to consolidated financial statements.*

## Consolidated Statements of Cash Flows

### Years Ended December 31, 1997 and 1996

<table>
<thead>
<tr>
<th></th>
<th>1997</th>
<th>1996</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CASH FLOWS FROM OPERATING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net income</td>
<td>$ 766,671</td>
<td>$ 547,906</td>
</tr>
<tr>
<td>Adjustments to reconcile net income to net cash provided by operating activities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net realized (gains) losses on sales of investments</td>
<td>(36,787)</td>
<td>38,162</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>156,733</td>
<td>62,001</td>
</tr>
<tr>
<td>Deferred income tax benefit</td>
<td>230,837</td>
<td>(131,120)</td>
</tr>
<tr>
<td>Changes in assets and liabilities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Premiums receivable</td>
<td>(906,565)</td>
<td>(71,813)</td>
</tr>
<tr>
<td>Interest receivable</td>
<td>(22,188)</td>
<td>(87,081)</td>
</tr>
<tr>
<td>Prepaid expenses and deposits</td>
<td>(10,072)</td>
<td>(1,963)</td>
</tr>
<tr>
<td>Reinsurance recoverable</td>
<td>(271,664)</td>
<td>(2,438,675)</td>
</tr>
<tr>
<td>Prepaid reinsurance premium</td>
<td>(17,048)</td>
<td>30,379</td>
</tr>
<tr>
<td>Deferred acquisitions costs</td>
<td>(246,732)</td>
<td>(167,411)</td>
</tr>
<tr>
<td>Income tax receivable</td>
<td>989,739</td>
<td>(673,135)</td>
</tr>
<tr>
<td>Loss and loss adjustment expense reserves</td>
<td>1,278,278</td>
<td>4,293,306</td>
</tr>
<tr>
<td>Unearned premiums</td>
<td>766,192</td>
<td>448,424</td>
</tr>
<tr>
<td>Reinsurance payable</td>
<td>413,183</td>
<td>86,314</td>
</tr>
<tr>
<td>Accounts payable</td>
<td>72,943</td>
<td>299,366</td>
</tr>
<tr>
<td>Other accrued liabilities</td>
<td>205,456</td>
<td>272,392</td>
</tr>
<tr>
<td>Income taxes payable</td>
<td>(866,300)</td>
<td>866,300</td>
</tr>
<tr>
<td>Outstanding checks</td>
<td>102,192</td>
<td></td>
</tr>
<tr>
<td>Net cash provided by operating activities</td>
<td>2,604,868</td>
<td>3,373,352</td>
</tr>
</tbody>
</table>

|                                |            |            |
| **CASH FLOWS FROM INVESTING ACTIVITIES** |            |            |
| Purchase of investments         | (25,437,503) | (10,794,123) |
| Sales of investments            | 20,053,674  | 6,551,722  |
| Maturities of investments       | 2,425,280   | 826,000    |
| Purchases of property and equipment | (11,723) | (77,550)  |
| Net cash used in investing activities | (2,970,274) | (3,493,951) |

|                                |            |            |
| **CASH FLOW FROM FINANCING ACTIVITIES** |            |            |
| Proceeds from members’ contributions | 79,558 | 104,125 |

|                                |            |            |
| **NET INCREASE (DECREASE) IN CASH** | (285,848) | (16,474)  |

|                                |            |            |
| **CASH, Beginning of year**    | 285,848    | 302,322    |

|                                |            |            |
| **CASH, End of year**          |            | $ 285,848  |

|                                |            |            |
| **SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION** |            |            |
| Cash paid (received) during the year for: |            |            |
| Federal income taxes             | (134,620)  | $ 190,000  |
| Interest expense                 | 26,000     | 26,000     |

*See notes to consolidated financial statements.*
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

Years Ended December 31, 1997 and 1996

1. ORGANIZATION

Nonprofits' Insurance Alliance of California (the Company) was incorporated on September 15, 1988 as a nonassessable nonprofit mutual benefit corporation. In July 1991, the status of the Company was changed by a vote of the members to a public benefit corporation. The Company operates in California as a risk pool pursuant to authorization under Section 5005.1 of the California Corporations Code. The Company is not subject to the rules, regulation and supervision of the California Department of Insurance (DOI).

The consolidated financial statements include the accounts of the Company and its wholly-owned subsidiary, SCC Reinsurance Limited (SCC Re), which was incorporated in December 1996 (see Note 2). All intercompany balances and transactions have been eliminated.

Organizations which meet the following requirements may become members of the Company: (1) nonprofit organizations which are incorporated and operating in the state of California; (2) which have received and maintain current and unrevoked determination of tax exempt status under Section 501(c)(3) of the Internal Revenue Code; (3) which are offered general liability coverages and agree to purchase such coverages; and (4) which pay the premium for such coverages and the required membership contribution. Because the Company is nonassessable, the members of the Company, which are both its owners and insureds, are not liable for the Company's liabilities should they exceed the Company's assets.

The Company provides commercial general liability, miscellaneous professional liability, automobile liability, auto physical damage, and employer's non-owned and hired automobile liability coverage to its members. Coverage is provided on an occurrence basis. Typical limits are an annual aggregate of $1,000,000 and $1,000,000 per occurrence. An annual aggregate of $2,000,000 is available. A special claims-made coverage with limits available up to a $1,000,000 aggregate including defense and indemnity is available for improper sexual conduct claims. Directors' and officers' liability is available to members on a claims-made basis. The typical limit of coverage is $1,000,000. The Company also offers umbrella coverage for general liability policies up to $10 million in excess of $1 million, directors and officers policies up to $5 million in excess of $1 million, and improper sexual conduct policies up to $1 million in excess of $1 million.

The Company receives one-time contributions from each new member in the form of a non-refundable membership contribution, which are recorded as an addition to members' equity. Effective July 1, 1997, the contribution amount decreased to 5% of the commercial general liability premium from the prior rate of 10%.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Financial Statement Estimates - The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Revenue Recognition - Premiums are recognized as earned on a pro rata basis over the terms of the policies, usually twelve months. Unearned premiums represent the difference between premiums written and premiums earned.

Deferred Acquisition Costs - Policy acquisition costs incurred are deferred and amortized over the period of premium recognition. These costs generally include commissions, underwriting, policy issuance and marketing costs. Amortization of acquisition costs was $1,713,089 for 1997 and $1,307,861 for 1996. Anticipated investment income is not considered in determining if a premium deficiency exists.

Property and Equipment - Data processing equipment, purchased software and office furniture and equipment are stated at cost, net of accumulated depreciation, and depreciated over five years using the straight-line method. Upon retirement or disposition of property and equipment, any gain or loss is included in income.

Investments - The Company has classified all of its investment portfolio as "available-for-sale securities." Investments that are classified as "available-for-sale securities" are reported at market value, with unrealized gains and losses excluded from earnings and reported as a separate component of members' equity. Net realized investment gains or losses are recognized based upon the specific identification of investments sold. Gross realized gains and gross realized losses on those sales were $51,699 and $(14,912), respectively, in 1997 and $19,656 and $(57,818), respectively, in 1996. The Company has investments in commercial paper. Although such investments meet the criteria for cash equivalents, the Company has elected to include commercial paper in investments.

Loss and Loss Adjustment Expense Reserves - Loss and loss adjustment expense reserves are estimates based on an expected loss and loss adjustment expense ratio. The expected ratio is based on the Company's historical experience and, for certain lines of business, industry statistics. Industry statistics are used for those lines in which the Company does not have sufficient experience to establish historical and statistical bases for estimating these liabilities. Ultimate losses may differ significantly from the amounts recorded. Changes in estimates of losses are included in income in the period in which the estimates are changed. The Company annually engages an independent actuary to review and analyze its loss data.

Reinsurance - Reinsurance recoverables (including amounts related to claims incurred but not reported) and prepaid reinsurance premiums are reported as assets. Estimated reinsurance recoverables are recognized in a manner consistent with the liabilities relating to the underlying insured contracts.

Income Taxes - The Company was previously granted tax-exempt status by the state of California. Effective January 1, 1997, the Company elected federal tax-exempt status.

In anticipation of becoming a tax-exempt entity, the Company incorporated SCC Re in December 1996. SCC Re is a taxable entity incorporated under the laws of the Island of Nevis, an independent federation in the West Indies.

December 1996. SCC Re is a taxable entity incorporated under the laws of the Island of Nevis, an independent federation in the West Indies.
The Company accounts for income taxes under the asset and liability method of accounting for income taxes. Deferred tax assets and liabilities are recognized for differences between financial statement carrying amounts of assets and liabilities and their respective tax bases and operating loss and tax credit carryforwards.

Recent Accounting Pronouncements - In June 1997, SFAS No. 130, "Reporting Comprehensive Income," was issued. SFAS No. 130 requires that an enterprise report, by major components and as a single total, the change in its net assets during the period from nonowner sources. Adoption of this statement will not impact the Company's financial position, results of operations or cash flows. This statement is effective for fiscal years beginning after December 15, 1997, with earlier application permitted.

3. RESTRICTED INVESTMENTS

The proceeds from the issuance of subordinated debt (see Note 8) and related earned interest are held as restricted investments and may not be commingled with any other funds.

Funds in these restricted accounts may be withdrawn only to fund obligations of the Company to its policyholders and claimants related to all loss and loss adjustment expenses and to make payments for principal and/or interest related to the subordinated debt. Funds in the restricted accounts may not be used for operating expenses of the Company. To date, funds have been used only for interest payments on the subordinated debt. Such interest expense was $26,000 in 1997 and 1996.

Restricted investments, carried in the accompanying balance sheets at estimated market value, consist of the following as of December 31, 1997 and 1996:

<table>
<thead>
<tr>
<th></th>
<th>Amortized Cost</th>
<th>Unrealized Gains</th>
<th>Unrealized Losses</th>
<th>Estimated Market Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1997:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate obligations</td>
<td>$773,498</td>
<td>$17,042</td>
<td>—</td>
<td>$790,540</td>
</tr>
<tr>
<td>Money market account</td>
<td>2,549</td>
<td>—</td>
<td>—</td>
<td>2,549</td>
</tr>
<tr>
<td>Mortgage-backed securities</td>
<td>635,320</td>
<td>7,899</td>
<td>—</td>
<td>643,219</td>
</tr>
<tr>
<td>Asset-backed securities</td>
<td>293,394</td>
<td>5,492</td>
<td>—</td>
<td>298,886</td>
</tr>
<tr>
<td>Other debt securities</td>
<td>320,298</td>
<td>1,585</td>
<td>—</td>
<td>321,883</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$2,025,059</strong></td>
<td><strong>32,018</strong></td>
<td>—</td>
<td><strong>$2,057,077</strong></td>
</tr>
<tr>
<td>1996:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate obligations</td>
<td>$870,976</td>
<td>$8,493</td>
<td>—</td>
<td>$879,469</td>
</tr>
<tr>
<td>Money market account</td>
<td>7,669</td>
<td>—</td>
<td>—</td>
<td>7,669</td>
</tr>
<tr>
<td>Mortgage-backed securities</td>
<td>601,998</td>
<td>—</td>
<td>(368)</td>
<td>601,630</td>
</tr>
<tr>
<td>Asset-backed securities</td>
<td>306,945</td>
<td>1,241</td>
<td>—</td>
<td>308,186</td>
</tr>
<tr>
<td>Other debt securities</td>
<td>109,424</td>
<td>481</td>
<td>—</td>
<td>109,905</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,897,012</strong></td>
<td><strong>10,215</strong></td>
<td>(368)</td>
<td><strong>$1,906,859</strong></td>
</tr>
</tbody>
</table>

The amortized cost and estimated market value of restricted investments at December 31, 1997, by contractual maturity, are shown below. Actual maturities may differ from contractual maturities because borrowers may have the right to call or prepay obligations with or without call or prepayment penalties.

<table>
<thead>
<tr>
<th></th>
<th>Amortized Cost</th>
<th>Unrealized Gains</th>
<th>Unrealized Losses</th>
<th>Estimated Market Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Due in 1 year or less</td>
<td>$72,390</td>
<td>—</td>
<td>—</td>
<td>$72,765</td>
</tr>
<tr>
<td>Due after 1 year through 5 years</td>
<td>$714,716</td>
<td>—</td>
<td>—</td>
<td>$721,814</td>
</tr>
<tr>
<td>Due after 5 years</td>
<td>309,239</td>
<td>—</td>
<td>—</td>
<td>320,393</td>
</tr>
<tr>
<td>Mortgage-backed securities</td>
<td>635,320</td>
<td>—</td>
<td>—</td>
<td>643,219</td>
</tr>
<tr>
<td>Asset-backed securities</td>
<td>293,394</td>
<td>—</td>
<td>—</td>
<td>298,886</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$2,025,059</strong></td>
<td>—</td>
<td>—</td>
<td><strong>$2,057,077</strong></td>
</tr>
</tbody>
</table>

4. INVESTMENTS

Unrestricted investments, carried in the accompanying balance sheets at estimated market value, consist of the following as of December 31, 1997 and 1996:

<table>
<thead>
<tr>
<th></th>
<th>Amortized Cost</th>
<th>Unrealized Gains</th>
<th>Unrealized Losses</th>
<th>Estimated Market Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1997:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate obligations</td>
<td>$9,483,308</td>
<td>$265,599</td>
<td>—</td>
<td>$9,748,907</td>
</tr>
<tr>
<td>U.S. government and agency obligations</td>
<td>249,860</td>
<td>2,874</td>
<td>—</td>
<td>252,734</td>
</tr>
<tr>
<td>Money market account</td>
<td>85,945</td>
<td>—</td>
<td>—</td>
<td>85,945</td>
</tr>
<tr>
<td>Mortgage-backed securities</td>
<td>4,244,860</td>
<td>41,993</td>
<td>—</td>
<td>4,286,853</td>
</tr>
<tr>
<td>Asset-backed securities</td>
<td>419,269</td>
<td>8,801</td>
<td>—</td>
<td>428,070</td>
</tr>
<tr>
<td>Other debt securities</td>
<td>2,232,358</td>
<td>15,498</td>
<td>—</td>
<td>2,247,856</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$16,715,600</strong></td>
<td><strong>334,765</strong></td>
<td>—</td>
<td><strong>$17,050,365</strong></td>
</tr>
<tr>
<td>1996:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate obligations</td>
<td>$9,586,457</td>
<td>$94,156</td>
<td>—</td>
<td>$9,680,613</td>
</tr>
<tr>
<td>U.S. government and agency obligations</td>
<td>249,839</td>
<td>—</td>
<td>(3,745)</td>
<td>246,094</td>
</tr>
<tr>
<td>Money market account</td>
<td>90,856</td>
<td>—</td>
<td>—</td>
<td>90,856</td>
</tr>
<tr>
<td>Mortgage-backed securities</td>
<td>2,542,386</td>
<td>7,372</td>
<td>—</td>
<td>2,549,758</td>
</tr>
<tr>
<td>Asset-backed securities</td>
<td>464,748</td>
<td>8,673</td>
<td>—</td>
<td>473,421</td>
</tr>
<tr>
<td>Other debt securities</td>
<td>1,021,464</td>
<td>10,625</td>
<td>—</td>
<td>1,032,089</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$13,955,750</strong></td>
<td><strong>120,826</strong></td>
<td>(3,745)</td>
<td><strong>$14,072,831</strong></td>
</tr>
</tbody>
</table>
The amortized cost and estimated market value of unrestricted investments at December 31, 1997, by contractual maturity, are shown below. Actual maturities may differ from contractual maturities because borrowers may have the right to call or prepay obligations with or without call or repayment penalties.

<table>
<thead>
<tr>
<th>Due in 1 year or less</th>
<th>$1,612,047</th>
<th>$1,624,542</th>
</tr>
</thead>
<tbody>
<tr>
<td>Due after 1 year through 5 years</td>
<td>4,367,699</td>
<td>4,402,241</td>
</tr>
<tr>
<td>Due after 5 years</td>
<td>6,071,725</td>
<td>6,308,659</td>
</tr>
<tr>
<td>Mortgage-backed securities</td>
<td>4,244,860</td>
<td>4,286,853</td>
</tr>
<tr>
<td>Asset-backed securities</td>
<td>419,269</td>
<td>428,070</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$16,715,600</strong></td>
<td><strong>$17,050,365</strong></td>
</tr>
</tbody>
</table>

5. FAIR VALUE OF FINANCIAL INSTRUMENTS

The table below reflects a summary of fair value disclosures of financial instruments:

<table>
<thead>
<tr>
<th>Carrying Amount</th>
<th>Fair Value</th>
<th>Carrying Amount</th>
<th>Fair Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restricted investments</td>
<td>$2,057,077</td>
<td>$2,057,077</td>
<td>$1,906,859</td>
</tr>
<tr>
<td>Investments</td>
<td>17,050,365</td>
<td>17,050,365</td>
<td>14,072,831</td>
</tr>
</tbody>
</table>

Estimated market values of investments, which are debt securities, are based on average bid prices, or for newly issued securities, the average bid prices of similar issues with the same life and expected yields. The carrying amounts of receivables and payables approximate fair value due to the short term maturities of these instruments.

It is not practicable to estimate the fair value of the subordinated debt due to the unique repayment features of this debt.

6. INCOME TAXES

The components of income tax expense are as follows:

<table>
<thead>
<tr>
<th></th>
<th>1997</th>
<th>1996</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current</td>
<td>$178,939</td>
<td>$477,653</td>
</tr>
<tr>
<td>Deferred</td>
<td>219,160</td>
<td>(174,276)</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$398,099</strong></td>
<td><strong>$303,377</strong></td>
</tr>
</tbody>
</table>

Total income tax expense differed from the amounts computed by applying the U.S. federal income tax rate of 35% to income before taxes as follows:

<table>
<thead>
<tr>
<th></th>
<th>1997</th>
<th>1996</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computed tax expense at federal statutory rate</td>
<td>$407,670</td>
<td>$297,949</td>
</tr>
<tr>
<td>Earnings of tax-exempt entity</td>
<td>(131,376)</td>
<td>—</td>
</tr>
<tr>
<td>State tax settlement, net of federal benefit</td>
<td>125,665</td>
<td>—</td>
</tr>
<tr>
<td>Other, net</td>
<td>(3,860)</td>
<td>5,428</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$398,099</strong></td>
<td><strong>$303,377</strong></td>
</tr>
</tbody>
</table>

In 1997, the Company paid $190,401 to settle a state tax dispute related to prior years. Net of the related federal tax benefit, this resulted in a current-year charge of $125,665.

The following is a summary of the changes in the deferred tax asset:

<table>
<thead>
<tr>
<th>Gross Deferred Tax Asset</th>
<th>Valuation Allowance</th>
<th>Gross Deferred Tax Liability</th>
<th>Net Deferred Tax Asset</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balances at January 1, 1996</td>
<td>$818,739</td>
<td>—</td>
<td>$(344,104)</td>
</tr>
<tr>
<td>1996 changes</td>
<td>141,994</td>
<td>—</td>
<td>(10,874)</td>
</tr>
<tr>
<td>Balances at December 31, 1996</td>
<td>960,733</td>
<td>—</td>
<td>(354,978)</td>
</tr>
<tr>
<td>1997 changes</td>
<td>(312,944)</td>
<td>—</td>
<td>83,107</td>
</tr>
<tr>
<td>Balances at December 31, 1997</td>
<td>$646,789</td>
<td>—</td>
<td>$(271,871)</td>
</tr>
</tbody>
</table>

The types of temporary differences that primarily comprise the net deferred tax asset at December 31, 1997 and 1996 include loss and loss adjustment expenses, the unearned premium reserve, unrealized gains on debt securities available for sale, state income taxes and deferred acquisition costs.
Management believes that the net deferred tax asset as of December 31, 1997 and 1996 will be recoverable from income taxes paid and from future taxable income of its wholly-owned subsidiary, SCC Re, which is a taxable entity (see Note 2).

7. LOSS AND LOSS ADJUSTMENT EXPENSE RESERVES
Activity in the loss and loss adjustment expense reserves is summarized as follows:

<table>
<thead>
<tr>
<th></th>
<th>1997</th>
<th>1996</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross loss and loss adjustment expense reserves, January 1</td>
<td>$16,960,335</td>
<td>$12,667,029</td>
</tr>
<tr>
<td>Reinsurance recoverables</td>
<td>(7,312,456)</td>
<td>(4,873,781)</td>
</tr>
<tr>
<td>Net loss and loss adjustment expense reserves</td>
<td>9,647,879</td>
<td>7,793,248</td>
</tr>
<tr>
<td>Incurred related to:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current year</td>
<td>5,490,964</td>
<td>5,049,730</td>
</tr>
<tr>
<td>Prior years</td>
<td>11,832</td>
<td>22,595</td>
</tr>
<tr>
<td>Total incurred</td>
<td>5,502,796</td>
<td>5,072,325</td>
</tr>
<tr>
<td>Paid related to:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current year</td>
<td>1,112,328</td>
<td>691,414</td>
</tr>
<tr>
<td>Prior years</td>
<td>3,383,854</td>
<td>2,526,280</td>
</tr>
<tr>
<td>Total paid</td>
<td>4,496,182</td>
<td>3,217,694</td>
</tr>
<tr>
<td>Net loss and loss adjustment expense reserves, December 31</td>
<td>10,654,493</td>
<td>9,647,879</td>
</tr>
<tr>
<td>Reinsurance recoverables</td>
<td>7,584,120</td>
<td>7,312,456</td>
</tr>
<tr>
<td>Gross loss and loss adjustment expense reserves, December 31</td>
<td>$18,238,613</td>
<td>$16,960,335</td>
</tr>
</tbody>
</table>

As a result of changes in estimates of insured events in prior years, the loss and loss adjustment expense reserves increased by $11,832 and $22,595 in 1997 and 1996, respectively, due to recurring and normal adjustments in anticipated losses and loss related expenses.

8. SUBORDINATED DEBT
In 1989, a total of $1,300,000 was provided by foundations in the form of restricted assets (see Note 3) in the amounts listed below:

<table>
<thead>
<tr>
<th>Foundation</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ford Foundation</td>
<td>$500,000</td>
</tr>
<tr>
<td>Wallace Alexander Gerbode Foundation</td>
<td>250,000</td>
</tr>
<tr>
<td>David and Lucile Packard Foundation</td>
<td>250,000</td>
</tr>
<tr>
<td>San Francisco Foundation</td>
<td>100,000</td>
</tr>
<tr>
<td>Marin Community Foundation</td>
<td>100,000</td>
</tr>
<tr>
<td>Walter S. Johnson Foundation</td>
<td>100,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,300,000</strong></td>
</tr>
</tbody>
</table>

The Company pays 2% simple interest per year on these funds. Payment of interest is made in quarterly installments and amounted to $26,000 in 1997 and 1996.

Repayment of the principal was scheduled to begin September 1993; however, several provisions govern the repayment process. Principal amounts are considered to be due and payable only when an independent actuary certifies that to make such repayment would in no way jeopardize the financial stability of the Company. Interest payments may be postponed at any time if Company management determines that paying interest would jeopardize the financial stability of the Company.

In 1997, an independent actuary performed its annual actuarial analysis of the Company's ability to repay the principal. The independent actuary concluded that the Company could repay a portion of the subordinated loans without jeopardizing the ability to meet current liabilities. However, any reduction in earned surplus, defined as the amount by which the Company's assets exceeds the sum of all liabilities (excluding principal and interest obligations related to the subordinated debt), would affect the Company's ability to continue to grow and write new business. Therefore, since the Company is planning to increase its writings, the independent actuary recommended the principal repayments not be made in 1997. Actuarial analyses will continue to be performed annually.

The Company and the foundation leaders developed a revised repayment schedule in 1995 as follows:

<table>
<thead>
<tr>
<th>Date</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 31, 1999</td>
<td>$240,000</td>
</tr>
<tr>
<td>December 31, 2000</td>
<td>848,000</td>
</tr>
<tr>
<td>December 31, 2001</td>
<td>212,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,300,000</strong></td>
</tr>
</tbody>
</table>

The Company intends to accelerate the proposed schedule if recommended to do so by an independent actuary as a result of the annual actuarial analysis.

Recourse on the subordinated debt is generally limited to earned surplus. If any principal amount of the subordinated debt has been authorized for payment by an independent actuary, but remains unpaid by the Company, such principal bears interest of 10% per annum. However, any principal amount not authorized for repayment by a certified actuary, or due according to the schedule of repayments, continues to bear interest at the rate of 2% per annum.

In case of material misrepresentation or fraud by the Company or its employees, use of the funds for other than their stated purpose or to influence political activities, demand may be made by the foundations for repayment of the subordinated debt out of the assets of the Company other than earned surplus. If it is determined that the Company is intentionally charging inadequate premiums to materially adversely affect the Company's ability to make timely payments of principal and/or interest, the foundations may request appropriate increases in premiums. If the Company and the foundations are unable to agree on appropriate future adjustments to premiums, at their option, the foundations may request repayment of the outstanding principal balance.
9. REINSURANCE

In its normal course of business, the Company reinsures with other companies through contractual agreements. Such agreements serve to limit the Company's loss on large claims. Risks reinsured would become an expense of the Company in the event the reinsurer is unable to or will not fulfill the obligations assumed under the agreements.

During 1997 and 1996, the Company's reinsurance was in three layers as follows:

<table>
<thead>
<tr>
<th>Layer</th>
<th>Contract Year</th>
<th>Company Retention</th>
<th>Reinsurance Limits</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Excess</td>
<td>1997</td>
<td>$100,000</td>
<td>$900,000</td>
</tr>
<tr>
<td>First Excess</td>
<td>1996</td>
<td>$100,000</td>
<td>$150,000</td>
</tr>
<tr>
<td>Second Excess</td>
<td>1997</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Second Excess</td>
<td>1996</td>
<td>$250,000</td>
<td>$750,000</td>
</tr>
<tr>
<td>Third Excess</td>
<td>1996</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Umbrella</td>
<td>1996-1997</td>
<td>$1,000,000</td>
<td>$10,000,000</td>
</tr>
</tbody>
</table>

These limits are on a "per occurrence" basis and "losses" for the purposes of these agreements include indemnity and allocated loss adjustment expenses.

In addition, beginning in 1992, the Company began offering umbrella coverage for general liability. These policies are 100% ceded on a treaty basis. The Company received ceding commission on this business of $207,634 in 1997 and $193,604 in 1996.

The table below reflects the financial statement captions which are stated net of the effects of reinsurance:

<table>
<thead>
<tr>
<th>Reinsurance Ceded</th>
<th>1997</th>
<th>1996</th>
</tr>
</thead>
<tbody>
<tr>
<td>Premiums earned</td>
<td>$2,614,877</td>
<td>$2,717,456</td>
</tr>
<tr>
<td>Loss and loss adjustment expenses incurred</td>
<td>$2,953,365</td>
<td>$3,025,540</td>
</tr>
</tbody>
</table>

In 1997, the Company paid a fixed reinsurance premium based on gross premium written, subject to a profit-sharing arrangement which could result in a refund of reinsurance premium as a result of favorable loss experience. As a result of experience to date, no provision has been made for potential profit sharing under this agreement. For the second layer, the Company pays a fixed reinsurance premium based on gross premiums written.

During 1993, the Company received a $394,791 refund of reinsurance premiums due to favorable loss experience in prior years and has subsequently received an additional refund of $38,123 in 1997 and repaid to the reinsurer $172,785 and $74,324 in 1996 and 1995, respectively, due to subsequent development. As future development of this loss experience may require additional repayment, the remaining portion of the refund is included as a liability in reinsurance payable.

Reinsurance recoverable includes $3,125,948 (41.2% of total reinsurance recoverable) and $3,081,948 (40.6%) at December 31, 1997 and $3,057,000 (41.8%) and $2,954,000 (40.4%) at December 31, 1996, respectively, due from two reinsurance companies, both of which are rated A or better by A.M. Best.

10. COMMITMENTS

The Company has entered into a noncancelable operating lease for office space through March 1998. The lease has an option to renew for a period of up to five years. The Company has elected to renew the lease for a period of three years, through March 2001.

Minimum payments due under this commitment (net of sublease rents) are as follows:

<table>
<thead>
<tr>
<th>Year Ending December 31:</th>
<th>1998</th>
<th>1999</th>
<th>2000</th>
<th>2001</th>
<th>Total minimum lease payments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$128,174</td>
<td>136,400</td>
<td>140,492</td>
<td>29,448</td>
<td>$434,514</td>
</tr>
</tbody>
</table>

Total rent expense for 1997 and 1996 was $81,753 and $113,925, respectively.

11. 401(k) PROFIT SHARING PLAN

The Company sponsors an employee 401(k) Profit Sharing Plan (the Plan). Employer non-matching contributions were $1,000 per employee for 1997 and 1996. The employer matching contributions were limited to $1,000 per employee during 1997 and 1996. The amounts contributed to the Plan were $38,873 and $41,012 in 1997 and 1996, respectively. Employees qualify for the employer portion of the contribution after one year of service with the Company.
**Nonprofits' Insurance Alliance of California (NIAC)**

**Official Name**
Nonprofits' Insurance Alliance of California (NIAC)

**Statement of Purpose**
To serve 501(c)(3) tax-exempt nonprofit organizations in California by providing a stable source of reasonably priced liability insurance coverages tailored to the specialized needs of the nonprofit sector, and to assist these organizations to develop and implement successful loss control and risk management programs.

**Organized**
Under Section 5005.1 of the California Corporations Code, we are a member-owned nonprofit public benefit corporation with a board of directors elected by our member nonprofit organizations. NIAC is a 501(c)(3) tax-exempt organization.

**Major Coverages**
Comprehensive general liability, miscellaneous professional liability, business auto liability, business auto physical damage, non-owned and hired auto liability, improper sexual conduct liability, directors and officers liability and umbrella liability. Other coverages available through companion programs.

**Reinsurers**
American Re-Insurance (Best's A++)
General Reinsurance (Best's A++)
Swiss Re America (Best's A)

**Board of Directors**
- R. Lawrence Bacon, President
  Bacon and Company, Carmel
- Nancy Johnston-Bellard, COO
  Conservation & Liquidation Office
  California Department of Insurance, San Francisco
- Meredith Clark, President, CIS
  California Association of Nonprofits, Los Angeles
- Julius D. Cartwright, CFO
  Orange County Community Development Council, Garden Grove
- John Christensen, President/CEO
  Skills Center, Santa Cruz
- Pamela E. Davis, President/CEO
  NIAC, Santa Cruz
- Elizabeth Dietrich, Fiscal Manager
  California Grey Bears, Santa Cruz
- Marianne Francs, Associate Director
  Education Programs Associates, Campbell
- Roger Gilbert, President, Retired
  Great American West, Orange
- Audrey Harrison, Risk Manager
  Watts Health Systems, Los Angeles
- Jude Kaye, Senior Staff Consultant
  Support Center for Nonprofit Management, San Francisco
- Phillip Kimble, Executive Director
  Friendship Center for the Blind, Fresno
- Richard Welch, Risk Manager
  City of Los Angeles

**NIAC Staff**
- Administration
  - President/CEO
  - Pamela E. Davis
- Executive Assistant/Graphics
  - Dottie Lechtenberg
- Administrative Assistants
  - Sarah Burns
  - Michael Paul Parker
- Claims/Loss Control
  - Manager
  - Lola Hogan
- Claims Representative
  - Vickie Vehrs
- Education Coordinator
  - Angela Rasbeary
- Finance
  - Controller/Assistant Treasurer
  - Jim Westbrook
- Accountants
  - Bill Chapplear
  - Kim Gisse
  - Gyce Martin
- Information Systems
  - Manager
  - Betty Johnson
- Systems Analyst/Programmer
  - Sean Kelly

**Insurance Operations (cont'd)**
- Underwriters
  - Randy Gorman
  - Paul Roman
  - D&O Underwriter
  - Sue Davis
  - Underwriting Assistants
  - Kim Christensen
  - Carla Cramblett
  - Lisa Edelman
  - Sharon Felice
  - Michele Thomas
- Administrative Assistant
  - Sabrina Díaz

**Consultants**
- Actuarial
  - Milliman & Robertson
- Auditor
  - Deloitte & Touche LLP
- Claims Adjusters
  - Carl Warren & Company
- Investments Advisor
  - GMG Geneva
- Legal Counsel
  - Law Offices of Barbara Goode

**A list of names and addresses of current NIAC members is available at our offices:**
725 Front Street, Suite 400
Santa Cruz, CA 95060
(408) 459-0980
or (800) 359-6422
Fax (408) 459-0853
www.niac.org
*effective 7/11/98, area code (831)