** PUBLIC DISCLOSURE COPY **

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

- Do not enter social security numbers on this form as it may be made public.
- Go to www.irs.gov/Form990 for instructions and the latest information.

A For the 2020 calendar year, or tax year beginning and ending

B Check if applicable:

- Address change
- Name change
- Initial return
- Final return/terminated
- Amended return
- Application pending

C Name of organization
POLICYLINK

Doing business as

Number and street (or P.O. box if mail is not delivered to street address) Room/suite
1438 WEBSTER STREET 803

City or town, state or province, county, and ZIP or foreign postal code
OAKLAND, CA 94612-3228

D Employer identification number
94-3297479

E Telephone number
510-663-2333

F Name and address of principal officer: MICHAEL MCAFEE
SAME AS C ABOVE

J Website: WWW.POLICYLINK.ORG

K Form of organization: X Corporation Trust Association Other ▶


Part I Summary

1 Briefly describe the organization’s mission or most significant activities: POLICYLINK IS A NONPROFIT PUBLIC BENEFIT CORPORATION AND A NATIONAL RESEARCH AND ACTION INSTITUTE

2 Check this box ▶ if the organization discontinued its operations or disposed of more than 25% of its net assets.

3 Number of voting members of the governing body (Part VI, line 1a) 3

4 Number of independent voting members of the governing body (Part VI, line 1b) 4

5 Total number of individuals employed in calendar year 2020 (Part V, line 2a) 5

6 Total number of volunteers (estimate if necessary) 6

7a Total unrelated business revenue from Part VIII, column (C), line 12 7a

7b Net unrelated business taxable income from Form 990-T, Part I, line 11 7b

8 Contributions and grants (Part VIII, line 1h) Prior Year 12,339,651. Current Year 60,283,754.

9 Program service revenue (Part VIII, line 2g) 12,161,760. 1,511,164.

10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) 105,854. 92,160.

11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) 40,328. 76,582.

12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) 14,647,593. 61,963,660.

13 Grants and similar amounts paid (Part IX, column (A), lines 1-3) 339,698. 1,762,764.

14 Benefits paid to or for members (Part IX, column (A), line 4) 0.

15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) 7,894,913. 10,859,312.

16 Professional fundraising fees (Part IX, column (A), line 11e) 0.

17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) 5,546,127. 6,058,937.

18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) 13,780,738. 18,681,013.

19 Revenue less expenses. Subtract line 18 from line 12 866,855. 43,282,647.

20 Total assets (Part X, line 16) Prior Year 21,905,999. Current Year 67,149,922.

21 Total liabilities (Part X, line 26) 1,606,280. 3,600,498.

22 Net assets or fund balances. Subtract line 21 from line 20 20,299,719. 63,549,424.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign
Here

Signature of officer
MICHAEL J. HASSID, CFO

Type or print name and title

Preparer's signature
MATTHEW PETROSKI

Date 11/05/21

Check □ self-employed

PTIN P00853132

Preparer's name
MATTHEW PETROSKI

Preparer's EIN 94-6214841

Use Only

Firm's name ARMANINO LLP

Firm's address 12657 ALCOASTA BLVD, STE, 500
SAN RAMON, CA 94583-4600

Phone no. 925-790-2600

May the IRS discuss this return with the preparer shown above? See instructions ▶ X Yes ▶ No

032001 12-23-20 LHA For Paperwork Reduction Act Notice, see the separate instructions.

SEE SCHEDULE C FOR ORGANIZATION MISSION STATEMENT CONTINUATION

Form 990 (2020)
Part III  Statement of Program Service Accomplishments

1  Briefly describe the organization's mission:
POLICYLINK IS A NATIONAL RESEARCH AND ACTION INSTITUTE ADVANCING RACIAL AND ECONOMIC EQUITY BY LIFTING UP WHAT WORKS.

2  Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? □ Yes □ No
   If "Yes," describe these new services on Schedule O.

3  Did the organization cease conducting, or make significant changes in how it conducts, any program services? □ Yes □ No
   If "Yes," describe these changes on Schedule O.

4  Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code: ________) (Expenses $ 6,357,020. including grants of $ 700,677.) (Revenue $ 631,110.)
   HEALTHY COMMUNITIES OF OPPORTUNITY - THIS PORTFOLIO IS DEDICATED TO CREATING AND MAINTAINING OPPORTUNITY-RICH COMMUNITIES IN ALL NEIGHBORHOODS AND ALL REGIONS OF THE COUNTRY THROUGH STRONG NETWORKS AND SOCIAL CAPITAL, EQUITABLE DEVELOPMENT, AND INFRASTRUCTURE INVESTMENTS THAT ENABLE LOW-INCOME PEOPLE AND COMMUNITIES OF COLOR TO THRIVE. WORK IN THIS AREA INCLUDES ADVANCING HOUSING JUSTICE, ADVOCATING FOR EQUITABLE INFRASTRUCTURE INVESTMENTS, CULTIVATING INCLUSIVE SOCIAL ENTERPRISES IN AN EQUITABLE FOOD SYSTEM, PUSHING FOR WATER JUSTICE AND CLIMATE RESILIENCE, AND SUPPORTING CRADLE-TO-CAREER POLICIES AND PRACTICES. THIS PROGRAM INCLUDES SUCH PROJECTS AS ANTI-DISPLACEMENT POLICY NETWORK; AFFIRMATIVELY FURTHERING FAIR HOUSING; WATER EQUITY AND CLIMATE RESILIENCE CAUCUS; THE CONVERGENCE

4b (Code: ________) (Expenses $ 3,473,131. including grants of $ 382,812.) (Revenue $ 344,804.)
   JUST SOCIETY - THIS PORTFOLIO IS DEDICATED TO BUILDING POWER AND EXPANDING AGENCY TO ENSURE THAT ALL SYSTEMS AND INSTITUTIONS ARE JUST, FREE OF RACIAL BIAS, AND LEAD TO A VIBRANT DEMOCRACY WHERE ALL, ESPECIALLY THE MOST VULNERABLE, CAN PARTICIPATE AND PROSPER. TO DO SO, POLICYLINK PROVIDES REPRESENTATION, ANALYSIS, AND STRATEGIES TO COMMUNITY-BASED COALITIONS WORKING TOWARD EQUITY IN ECONOMIC DEVELOPMENT AND CRIMINAL JUSTICE. THIS INCLUDES ADVANCING POLICIES RELATED TO INEQUITABLE FINES, POLICE ACCOUNTABILITY AND ALTERNATIVES, AND THE NEEDS OF BOYS AND MEN OF COLOR. SPECIFIC PROJECTS INCLUDE POLICYLINK LEGAL; ALLIANCE FOR BOYS AND MEN OF COLOR; COMMUNITY SAFETY AND JUSTICE, FINES AND FEES; AND PUBLIC SAFETY METRICS.

4c (Code: ________) (Expenses $ 3,028,278. including grants of $ 333,780.) (Revenue $ 300,640.)
   EQUITABLE ECONOMY - THIS PORTFOLIO IS DEDICATED TO PROMOTING ECONOMIC INCLUSION AND OWNERSHIP TO ELIMINATE POVERTY, SHRINK INEQUALITY, AND INCREASE MOBILITY. THIS PROGRAM INCLUDES ALL-IN-CITIES, NATIONAL EQUITY ATLAS, BAY AREA EQUITY ATLAS, THE FEDERAL JOB GUARANTEE, RACIAL WEALTH GAP, CORPORATE RACIAL EQUITY INDEX AND FINANCIAL SECURITY AND IS A BODY OF WORK DRIVEN BY DATA AND DEMOGRAPHIC ANALYSIS THAT IS APPLIED TO THE DEVELOPMENT OF POLICY PROPOSALS AND STRATEGY DEVELOPMENT TO SECURE OPPORTUNITY FOR ALL, INCLUDING PEOPLE IN LOW INCOME COMMUNITIES AND COMMUNITIES OF COLOR. THESE PROGRAMS ARE DESIGNED TO FURTHER THE DEVELOPMENT OF AN EQUITABLE ECONOMY: ONE IN WHICH WORKING-CLASS PEOPLE AND PEOPLE OF COLOR HAVE GOOD JOBS, ECONOMIC SECURITY, RISING STANDARDS OF LIVING, AND INCREASED VOICE, POWER, AND OWNERSHIP.

4d Other program services (Describe on Schedule O.)
   (Expenses $ 3,105,945. including grants of $ 345,495.) (Revenue $ 311,192.)

4e Total program service expenses ▶ 15,964,374.
<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)?</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>If &quot;Yes,&quot; complete Schedule A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Is the organization required to complete Schedule B, Schedule of Contributors?</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>3. Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If &quot;Yes,&quot; complete Schedule C, Part I</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If &quot;Yes,&quot; complete Schedule C, Part II</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>5. Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If &quot;Yes,&quot; complete Schedule C, Part III</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If &quot;Yes,&quot; complete Schedule D, Part I</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>7. Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If &quot;Yes,&quot; complete Schedule D, Part II</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Did the organization maintain collections of works of art, historical treasures, or other similar assets? If &quot;Yes,&quot; complete Schedule D, Part III</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>9. Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? If &quot;Yes,&quot; complete Schedule D, Part IV</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi endowments? If &quot;Yes,&quot; complete Schedule D, Part V</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>11. If the organization's answer to any of the following questions is &quot;Yes,&quot; then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If &quot;Yes,&quot; complete Schedule D, Part VI</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>b. Did the organization report an amount for investments - other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? If &quot;Yes,&quot; complete Schedule D, Part VII</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. Did the organization report an amount for investments - program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? If &quot;Yes,&quot; complete Schedule D, Part VIII</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? If &quot;Yes,&quot; complete Schedule D, Part IX</td>
<td></td>
<td></td>
</tr>
<tr>
<td>e. Did the organization report an amount for other liabilities in Part X, line 25? If &quot;Yes,&quot; complete Schedule D, Part X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>f. Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If &quot;Yes,&quot; complete Schedule D, Part X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>12a. Did the organization obtain separate, independent audited financial statements for the tax year? If &quot;Yes,&quot; complete Schedule D, Parts XI and XII</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Was the organization included in consolidated, independent audited financial statements for the tax year?</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>13. Is the organization a school described in section 170(b)(1)(A)(iii)? If &quot;Yes,&quot; complete Schedule E</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14a. Did the organization maintain an office, employees, or agents outside of the United States?</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>b. Did the organization have aggregate revenues or expenses of more than $10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at $100,000 or more? If &quot;Yes,&quot; complete Schedule F, Parts I and IV</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15. Did the organization report on Part IX, column (A), line 3, more than $5,000 of grants or other assistance to or for any foreign organization? If &quot;Yes,&quot; complete Schedule F, Parts II and IV</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16. Did the organization report on Part IX, column (A), line 3, more than $5,000 of aggregate grants or other assistance to or for foreign individuals? If &quot;Yes,&quot; complete Schedule F, Parts III and IV</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>17. Did the organization report a total of more than $15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If &quot;Yes,&quot; complete Schedule G, Part I</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18. Did the organization report more than $15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If &quot;Yes,&quot; complete Schedule G, Part II</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>19. Did the organization report more than $15,000 of gross income from gaming activities on Part VIII, line 9a? If &quot;Yes,&quot; complete Schedule G, Part III</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20a. Did the organization operate one or more hospital facilities? If &quot;Yes,&quot; complete Schedule H</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. If &quot;Yes&quot; to line 20a, did the organization attach a copy of its audited financial statements to this return?</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>21. Did the organization report more than $5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 17? If &quot;Yes,&quot; complete Schedule I, Parts I and II</td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>
### Part IV Checklist of Required Schedules (continued)

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>22  Did the organization report more than $5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2?</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>23  Did the organization answer &quot;Yes&quot; to Part VII, Section A, line 3, 4, or 5 about compensation of the organization’s current and former officers, directors, trustees, key employees, and highest compensated employees? If &quot;Yes,&quot; complete Schedule J</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than $100,000 as of the last day of the year, that was issued after December 31, 2002? If &quot;Yes,&quot; answer lines 24b through 24d and complete Schedule K. If &quot;No,&quot; go to line 25a</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>24b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>24c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>24d Did the organization act as an &quot;on behalf of&quot; issuer for bonds outstanding at any time during the year?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? If &quot;Yes,&quot; complete Schedule L, Part I</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>25b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization’s prior Forms 990 or 990-EZ? If &quot;Yes,&quot; complete Schedule L, Part I</td>
<td></td>
<td></td>
</tr>
<tr>
<td>26 Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? If &quot;Yes,&quot; complete Schedule L, Part II</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>27 Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? If &quot;Yes,&quot; complete Schedule L, Part III</td>
<td></td>
<td></td>
</tr>
<tr>
<td>28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions, for applicable filing thresholds, conditions, and exceptions):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>28a A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? If &quot;Yes,&quot; complete Schedule L, Part IV</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>28b A family member of any individual described in line 28a? If &quot;Yes,&quot; complete Schedule L, Part IV</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>28c A 35% controlled entity of one or more individuals and/or organizations described in lines 28a or 28b? If &quot;Yes,&quot; complete Schedule L, Part IV</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>29 Did the organization receive more than $25,000 in non-cash contributions? If &quot;Yes,&quot; complete Schedule M</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If &quot;Yes,&quot; complete Schedule M</td>
<td></td>
<td></td>
</tr>
<tr>
<td>31 Did the organization liquidate, terminate, or dissolve and cease operations? If &quot;Yes,&quot; complete Schedule N, Part I</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If &quot;Yes,&quot; complete Schedule N, Part II</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? If &quot;Yes,&quot; complete Schedule R, Part I</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>34 Was the organization related to any tax-exempt or taxable entity? If &quot;Yes,&quot; complete Schedule R, Part II, III, or IV, and Part V, line 1</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>35b If &quot;Yes&quot; to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If &quot;Yes,&quot; complete Schedule R, Part V, line 2</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? If &quot;Yes,&quot; complete Schedule R, Part V, line 2</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If &quot;Yes,&quot; complete Schedule R, Part VI</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19?</td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

### Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>1a Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1b Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>1c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?</td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>
### Form 990 (2020) Statements Regarding Other IRS Filings and Tax Compliance (continued)

#### Part V

<table>
<thead>
<tr>
<th>Statement</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2a</strong> Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return.</td>
<td>2a</td>
<td></td>
</tr>
<tr>
<td><strong>b</strong> If at least one is reported on line 2a, did the organization file all required federal employment tax returns?</td>
<td>2b</td>
<td>X</td>
</tr>
<tr>
<td><strong>Note:</strong> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)</td>
<td>2a</td>
<td></td>
</tr>
<tr>
<td><strong>3a</strong> Did the organization have unrelated business gross income of $1,000 or more during the year?</td>
<td>3a</td>
<td>X</td>
</tr>
<tr>
<td><strong>b</strong> If &quot;Yes,&quot; has it filed a Form 990-T for this year? If &quot;No&quot; to line 3b, provide an explanation on Schedule O</td>
<td>3b</td>
<td></td>
</tr>
<tr>
<td><strong>4a</strong> At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?</td>
<td>4a</td>
<td>X</td>
</tr>
<tr>
<td><strong>b</strong> If &quot;Yes,&quot; enter the name of the foreign country</td>
<td>4a</td>
<td></td>
</tr>
<tr>
<td>See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).</td>
<td>4a</td>
<td></td>
</tr>
<tr>
<td><strong>5a</strong> Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?</td>
<td>5a</td>
<td>X</td>
</tr>
<tr>
<td><strong>b</strong> Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?</td>
<td>5b</td>
<td>X</td>
</tr>
<tr>
<td><strong>c</strong> If &quot;Yes&quot; to line 5a or 5b, did the organization file Form 8886-T?</td>
<td>5c</td>
<td></td>
</tr>
<tr>
<td><strong>6a</strong> Does the organization have annual gross receipts that are normally greater than $100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?</td>
<td>6a</td>
<td>X</td>
</tr>
<tr>
<td><strong>b</strong> If &quot;Yes,&quot; did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?</td>
<td>6b</td>
<td></td>
</tr>
<tr>
<td><strong>7 Organizations that may receive deductible contributions under section 170(c).</strong></td>
<td>7a</td>
<td>X</td>
</tr>
<tr>
<td><strong>a</strong> Did the organization receive a payment in excess of $75 made partly as a contribution and partly for goods and services provided to the payor?</td>
<td>7a</td>
<td>X</td>
</tr>
<tr>
<td><strong>b</strong> If &quot;Yes,&quot; did the organization notify the donor of the value of the goods or services provided?</td>
<td>7b</td>
<td></td>
</tr>
<tr>
<td><strong>c</strong> Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?</td>
<td>7c</td>
<td>X</td>
</tr>
<tr>
<td><strong>d</strong> If &quot;Yes,&quot; indicate the number of Forms 8282 filed during the year</td>
<td>7d</td>
<td></td>
</tr>
<tr>
<td><strong>e</strong> Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?</td>
<td>7e</td>
<td>X</td>
</tr>
<tr>
<td><strong>f</strong> Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?</td>
<td>7f</td>
<td>X</td>
</tr>
<tr>
<td><strong>g</strong> If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?</td>
<td>7g</td>
<td></td>
</tr>
<tr>
<td><strong>h</strong> If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1099-C?</td>
<td>7h</td>
<td></td>
</tr>
<tr>
<td><strong>8 Sponsoring organizations maintaining donor advised funds.</strong> Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td><strong>9 Sponsoring organizations maintaining donor advised funds.</strong> Did the sponsoring organization make any taxable distributions under section 4966?</td>
<td>9a</td>
<td></td>
</tr>
<tr>
<td><strong>b</strong> Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?</td>
<td>9b</td>
<td></td>
</tr>
<tr>
<td><strong>10 Section 501(c)(7) organizations.</strong> Enter:</td>
<td>10a</td>
<td></td>
</tr>
<tr>
<td><strong>a</strong> Initiation fees and capital contributions included on Part VIII, line 12</td>
<td>10a</td>
<td></td>
</tr>
<tr>
<td><strong>b</strong> Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities</td>
<td>10b</td>
<td></td>
</tr>
<tr>
<td><strong>11 Section 501(c)(12) organizations.</strong> Enter:</td>
<td>11a</td>
<td></td>
</tr>
<tr>
<td><strong>a</strong> Gross income from members or shareholders</td>
<td>11a</td>
<td></td>
</tr>
<tr>
<td><strong>b</strong> Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.)</td>
<td>11b</td>
<td></td>
</tr>
<tr>
<td><strong>12a Section 4947(a)(1) non-exempt charitable trusts.</strong> Is the organization filing Form 990 in lieu of Form 1041?</td>
<td>12a</td>
<td></td>
</tr>
<tr>
<td><strong>b</strong> If &quot;Yes,&quot; enter the amount of tax-exempt interest received or accrued during the year</td>
<td>12b</td>
<td></td>
</tr>
<tr>
<td><strong>13 Section 501(c)(29) qualified nonprofit health insurance issuers.</strong></td>
<td>13a</td>
<td></td>
</tr>
<tr>
<td><strong>a</strong> Is the organization licensed to issue qualified health plans in more than one state?</td>
<td>13a</td>
<td></td>
</tr>
<tr>
<td><strong>b</strong> Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans</td>
<td>13b</td>
<td></td>
</tr>
<tr>
<td><strong>c</strong> Enter the amount of reserves on hand</td>
<td>13c</td>
<td></td>
</tr>
<tr>
<td><strong>14a</strong> Did the organization receive any payments for indoor tanning services during the tax year?</td>
<td>14a</td>
<td>X</td>
</tr>
<tr>
<td><strong>b</strong> If &quot;Yes,&quot; has it filed a Form 720 to report these payments? If &quot;No,&quot; provide an explanation on Schedule O</td>
<td>14b</td>
<td></td>
</tr>
<tr>
<td><strong>15</strong> Is the organization subject to the section 4960 tax on payment(s) of more than $1,000,000 in remuneration or excess parachute payment(s) during the year?</td>
<td>15</td>
<td>X</td>
</tr>
<tr>
<td><strong>b</strong> If &quot;Yes,&quot; see instructions and file Form 4720, Schedule N.</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td><strong>16</strong> Is the organization an educational institution subject to the section 4968 excise tax on net investment income?</td>
<td>16</td>
<td>X</td>
</tr>
<tr>
<td><strong>b</strong> If &quot;Yes,&quot; complete Form 4720, Schedule O.</td>
<td>16</td>
<td></td>
</tr>
</tbody>
</table>
Section A. Governing Body and Management

1a Enter the number of voting members of the governing body at the end of the tax year 8
   If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O. 7

b Enter the number of voting members included on line 1a, above, who are independent 7

2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? 2

3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person? 3

4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? 4

5 Did the organization become aware during the year of a significant diversion of the organization’s assets? 5

6 Did the organization have members or stockholders? 6

7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? 7a

b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? 7b

8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following: 8

a The governing body? 8a

b Each committee with authority to act on behalf of the governing body? 8b

9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization’s mailing address? If “Yes,” provide the names and addresses on Schedule O 9

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

10a Did the organization have local chapters, branches, or affiliates? 10a

b If “Yes,” did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization’s exempt purposes? 10b

11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? 11a

b Describe in Schedule O the process, if any, used by the organization to review this Form 990. 11b

12a Did the organization have a written conflict of interest policy? If “No,” go to line 13 12a

b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? 12b

12c Did the organization regularly and consistently monitor and enforce compliance with the policy? If “Yes,” describe in Schedule O how this was done 12c

13 Did the organization have a written whistleblower policy? 13

14 Did the organization have a written document retention and destruction policy? 14

15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision? 15

a The organization’s CEO, Executive Director, or top management official 15a

b Other officers or key employees of the organization 15b

If “Yes,” to line 15a or 15b, describe the process in Schedule O (see instructions). 15b

16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? 16a

b If “Yes,” did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization’s exempt status with respect to such arrangements? 16b

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed. NY, LA, CA, WA, DC

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply. X Own website X Another’s website X Upon request Other (explain on Schedule O)

19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization’s books and records. CHRIS CAMPBELL - 510-663-2333

1438 WEBSTER STREET, NO. 303, OAKLAND, CA 94612-3228
### Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization’s tax year.

- List all of the organization’s current officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization’s current key employees, if any. See instructions for definition of “key employee.”
- List the organization’s five current highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than $100,000 from the organization and any related organizations.
- List all of the organization’s former officers, key employees, and highest compensated employees who received more than $100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization’s former directors or trustees that received, in the capacity as a former director or trustee of the organization, more than $10,000 of reportable compensation from the organization and any related organizations.

See instructions for the order in which to list the persons above.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

<table>
<thead>
<tr>
<th>(A)</th>
<th>Name and title</th>
<th>(B) Average hours per week</th>
<th>(C) Position</th>
<th>(D) Reportable compensation from the organization (W-2/1099-MISC)</th>
<th>(E) Reportable compensation from related organizations (W-2/1099-MISC)</th>
<th>(F) Estimated amount of other compensation from the organization and related organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1)</td>
<td>MICHAEL A. MCAFEE</td>
<td>40.00</td>
<td>X</td>
<td>461,455.</td>
<td>0.</td>
<td>40,609.</td>
</tr>
<tr>
<td>(2)</td>
<td>ANGELA GLOVER BLACKWELL</td>
<td>40.00</td>
<td>X</td>
<td>301,408.</td>
<td>0.</td>
<td>57,257.</td>
</tr>
<tr>
<td>(3)</td>
<td>JOSHUA F. KIRSCHENBAUM</td>
<td>40.00</td>
<td>X</td>
<td>315,211.</td>
<td>0.</td>
<td>27,060.</td>
</tr>
<tr>
<td>(4)</td>
<td>MICHAEL J. HASSID</td>
<td>40.00</td>
<td>X</td>
<td>235,698.</td>
<td>10,703.</td>
<td>40,913.</td>
</tr>
<tr>
<td>(5)</td>
<td>KALIMA K. ROSE</td>
<td>40.00</td>
<td></td>
<td>207,460.</td>
<td>0.</td>
<td>40,609.</td>
</tr>
<tr>
<td>(6)</td>
<td>AMANDA M. NAVARRO</td>
<td>40.00</td>
<td></td>
<td>192,879.</td>
<td>0.</td>
<td>29,985.</td>
</tr>
<tr>
<td>(7)</td>
<td>JENNIFER E. THOMPSON</td>
<td>40.00</td>
<td></td>
<td>181,126.</td>
<td>0.</td>
<td>40,690.</td>
</tr>
<tr>
<td>(8)</td>
<td>SARAH C. TREUHAFT</td>
<td>40.00</td>
<td></td>
<td>190,120.</td>
<td>0.</td>
<td>23,046.</td>
</tr>
<tr>
<td>(9)</td>
<td>ANAND SUBRAMANIAN</td>
<td>40.00</td>
<td></td>
<td>172,286.</td>
<td>0.</td>
<td>34,600.</td>
</tr>
<tr>
<td>(10)</td>
<td>MARC A. PHILPART, II</td>
<td>40.00</td>
<td></td>
<td>168,830.</td>
<td>0.</td>
<td>36,072.</td>
</tr>
<tr>
<td>(11)</td>
<td>EUGENE Y. C. CHAN</td>
<td>40.00</td>
<td></td>
<td>164,784.</td>
<td>0.</td>
<td>39,693.</td>
</tr>
<tr>
<td>(12)</td>
<td>GLENDA JOHNSON</td>
<td>40.00</td>
<td></td>
<td>161,576.</td>
<td>0.</td>
<td>32,748.</td>
</tr>
<tr>
<td>(13)</td>
<td>CHIONE L. FLEGAL</td>
<td>40.00</td>
<td></td>
<td>150,713.</td>
<td>0.</td>
<td>38,908.</td>
</tr>
<tr>
<td>(14)</td>
<td>MONTANA K. RANE</td>
<td>40.00</td>
<td></td>
<td>147,720.</td>
<td>0.</td>
<td>38,940.</td>
</tr>
<tr>
<td>(15)</td>
<td>TRACEY L. ROSS</td>
<td>40.00</td>
<td></td>
<td>148,928.</td>
<td>0.</td>
<td>15,381.</td>
</tr>
<tr>
<td>(16)</td>
<td>MARIAM WAKLI</td>
<td>40.00</td>
<td></td>
<td>141,254.</td>
<td>0.</td>
<td>21,654.</td>
</tr>
<tr>
<td>(17)</td>
<td>SYBIL G. GRANT</td>
<td>40.00</td>
<td></td>
<td>146,165.</td>
<td>0.</td>
<td>15,136.</td>
</tr>
</tbody>
</table>
### Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

<table>
<thead>
<tr>
<th>(A)</th>
<th>Name and title</th>
<th>(B)</th>
<th>Average hours per week</th>
<th>(C) Position</th>
<th>(D) Reportable compensation from the organization (W-2/1099-MISC)</th>
<th>(E) Reportable compensation from related organizations (W-2/1099-MISC)</th>
<th>(F) Estimated amount of other compensation from the organization and related organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>(18) DALILA MADISON ALMQUIST</td>
<td>DIR. OF CONSTITUENCY ALIGNMENT</td>
<td>40.00</td>
<td>X</td>
<td>132,838.</td>
<td>0.</td>
<td>16,613.</td>
<td></td>
</tr>
<tr>
<td>(19) SHERI DUNN BERRY</td>
<td>DIRECTOR, CHAIR</td>
<td>1.00</td>
<td>X</td>
<td>X</td>
<td>0.</td>
<td>0.</td>
<td>0.</td>
</tr>
<tr>
<td>(20) DOLORES ACEVEDO-GARCIA</td>
<td>DIRECTOR</td>
<td>1.00</td>
<td>X</td>
<td>0.</td>
<td>0.</td>
<td>0.</td>
<td></td>
</tr>
<tr>
<td>(21) RICHARD BARON</td>
<td>DIRECTOR</td>
<td>1.00</td>
<td>X</td>
<td>0.</td>
<td>0.</td>
<td>0.</td>
<td></td>
</tr>
<tr>
<td>(22) GEOFFREY CANADA</td>
<td>DIRECTOR</td>
<td>1.00</td>
<td>X</td>
<td>0.</td>
<td>0.</td>
<td>0.</td>
<td></td>
</tr>
<tr>
<td>(23) RADHIKA FOX</td>
<td>DIRECTOR</td>
<td>1.00</td>
<td>X</td>
<td>0.</td>
<td>0.</td>
<td>0.</td>
<td></td>
</tr>
<tr>
<td>(24) STEWART KWOH</td>
<td>DIRECTOR</td>
<td>1.00</td>
<td>X</td>
<td>0.</td>
<td>0.</td>
<td>0.</td>
<td></td>
</tr>
<tr>
<td>(25) JOAN WALSH</td>
<td>DIRECTOR</td>
<td>1.00</td>
<td>X</td>
<td>0.</td>
<td>0.</td>
<td>0.</td>
<td></td>
</tr>
</tbody>
</table>

1b Subtotal | 3,620,451. | 10,703. | 589,918. |

c Total from continuation sheets to Part VII, Section A | 0. | 0. | 0. |

d Total (add lines 1b and 1c) | 3,620,451. | 10,703. | 589,918. |

2 Total number of individuals (including but not limited to those listed above) who received more than $100,000 of reportable compensation from the organization | 29 |

3 Did the organization list any former officer, director, trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual | Yes | No |

4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than $150,000? If "Yes," complete Schedule J for such individual | Yes | No |

5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? If "Yes," complete Schedule J for such person | Yes | No |

### Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than $100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization’s tax year.

<table>
<thead>
<tr>
<th>(A)</th>
<th>Name and business address</th>
<th>(B) Description of services</th>
<th>(C) Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>THE BRIDGESPAN GROUP, 2 COLEY PLACE, SUITE 3700B, BOSTON, MA 02116</td>
<td>SOCIAL IMPACT CONSULTANT AND ADVISOR</td>
<td>480,000.</td>
<td></td>
</tr>
<tr>
<td>VOX AUDITA SOLUTION, INC., 167 WEST 71ST STREET #20, NEW YORK, NY 10023</td>
<td>WEBSITE DEVELOPMENT AND DESIGN</td>
<td>429,725.</td>
<td></td>
</tr>
<tr>
<td>THE RABEN GROUP</td>
<td>STRATEGIC COMMUNICATIONS</td>
<td>180,000.</td>
<td></td>
</tr>
<tr>
<td>LAKE RESEARCH PARTNERS, 1101 17TH STREET NW SUITE 301, WASHINGTON, DC 20036</td>
<td>DATA ANALYSIS SURVEYS</td>
<td>135,816.</td>
<td></td>
</tr>
</tbody>
</table>

2 Total number of independent contractors (including but not limited to those listed above) who received more than $100,000 of compensation from the organization | 9 |
**Part VIII Statement of Revenue**

Check if Schedule O contains a response or note to any line in this Part VIII.

### Contributions, Gifts, Grants, and Other Similar Amounts

<table>
<thead>
<tr>
<th>Line</th>
<th>Description</th>
<th>Total revenue</th>
<th>Related or exempt function revenue</th>
<th>Unrelated business revenue</th>
<th>Revenue excluded from tax under sections 512 - 514</th>
</tr>
</thead>
<tbody>
<tr>
<td>1a</td>
<td>Federated campaigns</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1b</td>
<td>Membership dues</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1c</td>
<td>Fundraising events</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1d</td>
<td>Related organizations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1e</td>
<td>Government grants (contributions)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1f</td>
<td>All other contributions, gifts, grants, and similar amounts not included above</td>
<td>$60,283,754.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1g</td>
<td>Noncash contributions included in lines 1a-1f</td>
<td>$601,124.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>h</td>
<td>Total. Add lines 1a-1f</td>
<td></td>
<td></td>
<td></td>
<td>$60,283,754.</td>
</tr>
</tbody>
</table>

### Program Service Revenue

<table>
<thead>
<tr>
<th>Line</th>
<th>Description</th>
<th>Business Code</th>
<th>Total revenue</th>
<th>Related or exempt function revenue</th>
<th>Unrelated business revenue</th>
<th>Revenue excluded from tax under sections 512 - 514</th>
</tr>
</thead>
<tbody>
<tr>
<td>2a</td>
<td>CONTRACT REVENUE</td>
<td>541900</td>
<td>$1,511,164.</td>
<td>$1,511,164.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>e</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>f</td>
<td>All other program service revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>g</td>
<td>Total. Add lines 2a-2f</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$1,511,164.</td>
</tr>
</tbody>
</table>

### Investment Income

<table>
<thead>
<tr>
<th>Line</th>
<th>Description</th>
<th>Total revenue</th>
<th>Related or exempt function revenue</th>
<th>Unrelated business revenue</th>
<th>Revenue excluded from tax under sections 512 - 514</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Investment income (including dividends, interest, and other similar amounts)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Income from investment of tax-exempt bond proceeds</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Royalties</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Gross Rents

<table>
<thead>
<tr>
<th>Line</th>
<th>Description</th>
<th>Business Code</th>
<th>Total revenue</th>
<th>Related or exempt function revenue</th>
<th>Unrelated business revenue</th>
<th>Revenue excluded from tax under sections 512 - 514</th>
</tr>
</thead>
<tbody>
<tr>
<td>6a</td>
<td>Gross rents</td>
<td>(i) Real</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6b</td>
<td>Less: rental expenses</td>
<td>(ii) Personal</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6c</td>
<td>Rental income or (loss)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6d</td>
<td>Net rental income or (loss)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Gross Amount from Sales of Assets Other Than Inventory

<table>
<thead>
<tr>
<th>Line</th>
<th>Description</th>
<th>Business Code</th>
<th>Total revenue</th>
<th>Related or exempt function revenue</th>
<th>Unrelated business revenue</th>
<th>Revenue excluded from tax under sections 512 - 514</th>
</tr>
</thead>
<tbody>
<tr>
<td>7a</td>
<td>(i) Securities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7b</td>
<td>Less: cost or other basis and sales expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7c</td>
<td>Gain or (loss)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Gross Income from Fundraising Events (not including $ of contributions reported on line 1c).

<table>
<thead>
<tr>
<th>Line</th>
<th>Description</th>
<th>Business Code</th>
<th>Total revenue</th>
<th>Related or exempt function revenue</th>
<th>Unrelated business revenue</th>
<th>Revenue excluded from tax under sections 512 - 514</th>
</tr>
</thead>
<tbody>
<tr>
<td>8a</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8b</td>
<td>Less: direct expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8c</td>
<td>Net income or (loss) from fundraising events</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Gross Income from Gaming Activities

<table>
<thead>
<tr>
<th>Line</th>
<th>Description</th>
<th>Business Code</th>
<th>Total revenue</th>
<th>Related or exempt function revenue</th>
<th>Unrelated business revenue</th>
<th>Revenue excluded from tax under sections 512 - 514</th>
</tr>
</thead>
<tbody>
<tr>
<td>9a</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9b</td>
<td>Less: direct expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9c</td>
<td>Net income or (loss) from gaming activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Gross Sales of Inventory, Less Returns and Allowances

<table>
<thead>
<tr>
<th>Line</th>
<th>Description</th>
<th>Business Code</th>
<th>Total revenue</th>
<th>Related or exempt function revenue</th>
<th>Unrelated business revenue</th>
<th>Revenue excluded from tax under sections 512 - 514</th>
</tr>
</thead>
<tbody>
<tr>
<td>10a</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10b</td>
<td>Less: cost of goods sold</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10c</td>
<td>Net income or (loss) from sales of inventory</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Miscellaneous Revenue

<table>
<thead>
<tr>
<th>Line</th>
<th>Description</th>
<th>Business Code</th>
<th>Total revenue</th>
<th>Related or exempt function revenue</th>
<th>Unrelated business revenue</th>
<th>Revenue excluded from tax under sections 512 - 514</th>
</tr>
</thead>
<tbody>
<tr>
<td>11a</td>
<td>HONORARIA</td>
<td>900099</td>
<td>$76,582.</td>
<td>$76,582.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d</td>
<td>All other revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>e</td>
<td>Total. Add lines 11a-11d</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$76,582.</td>
</tr>
<tr>
<td>f</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Total Revenue

<table>
<thead>
<tr>
<th>Line</th>
<th>Description</th>
<th>Business Code</th>
<th>Total revenue</th>
<th>Related or exempt function revenue</th>
<th>Unrelated business revenue</th>
<th>Revenue excluded from tax under sections 512 - 514</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>Total revenue. See instructions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$61,963,660.</td>
</tr>
<tr>
<td></td>
<td>(A) Total expenses</td>
<td>(B) Program service expenses</td>
<td>(C) Management and general expenses</td>
<td>(D) Fundraising expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>-------------------</td>
<td>------------------------------</td>
<td>-----------------------------------</td>
<td>------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21</td>
<td>1,762,764</td>
<td>1,762,764</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Grants and other assistance to domestic individuals. See Part IV, line 22</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Benefits paid to or for members</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Compensation of current officers, directors, trustees, and key employees</td>
<td>2,701,664</td>
<td>2,183,965</td>
<td>392,328</td>
<td>125,371</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Other salaries and wages</td>
<td>6,210,888</td>
<td>5,228,580</td>
<td>773,773</td>
<td>208,535</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)</td>
<td>411,383</td>
<td>342,224</td>
<td>53,743</td>
<td>15,416</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Other employee benefits</td>
<td>929,417</td>
<td>773,456</td>
<td>121,120</td>
<td>34,841</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Payroll taxes</td>
<td>605,960</td>
<td>504,020</td>
<td>79,236</td>
<td>22,704</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Fees for services (nonemployees):</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a</td>
<td>Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b</td>
<td>Legal</td>
<td>149,668</td>
<td>59,867</td>
<td>89,801</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c</td>
<td>Accounting</td>
<td>51,654</td>
<td>51,654</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d</td>
<td>Lobbying</td>
<td>4,322</td>
<td>4,322</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Professional fundraising services. See Part IV, line 17</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Investment management fees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch O.)</td>
<td>3,629,827</td>
<td>3,421,210</td>
<td>179,806</td>
<td>28,811</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Advertising and promotion</td>
<td>3,851</td>
<td>3,199</td>
<td>508</td>
<td>144</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Office expenses</td>
<td>57,040</td>
<td>47,462</td>
<td>7,440</td>
<td>2,138</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Information technology</td>
<td>416,122</td>
<td>354,747</td>
<td>45,395</td>
<td>15,980</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Occupancy</td>
<td>849,383</td>
<td>706,236</td>
<td>111,334</td>
<td>31,813</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Travel</td>
<td>87,604</td>
<td>83,661</td>
<td>2,082</td>
<td>1,861</td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Payments of travel or entertainment expenses for any federal, state, or local public officials</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>Conferences, conventions, and meetings</td>
<td>310,389</td>
<td>296,421</td>
<td>7,375</td>
<td>6,593</td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>Interest</td>
<td>8,131</td>
<td>8,131</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>Payments to affiliates</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>Depreciation, depletion, and amortization</td>
<td>97,420</td>
<td>80,927</td>
<td>12,848</td>
<td>3,645</td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>Insurance</td>
<td>63,656</td>
<td>53,494</td>
<td>7,752</td>
<td>2,410</td>
<td></td>
</tr>
<tr>
<td>26</td>
<td>Other expenses. Itemize expenses not covered above (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a</td>
<td>EQUIPMENT RENTAL &amp; MAIN</td>
<td>253,910</td>
<td></td>
<td>245,036</td>
<td>8,874</td>
<td></td>
</tr>
<tr>
<td>b</td>
<td>PRINTING &amp; PUBLICATIONS</td>
<td>60,552</td>
<td>50,596</td>
<td>7,677</td>
<td>2,279</td>
<td></td>
</tr>
<tr>
<td>c</td>
<td>OTHER</td>
<td>15,408</td>
<td>7,223</td>
<td>6,374</td>
<td>1,811</td>
<td></td>
</tr>
<tr>
<td>d</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>e</td>
<td>All other expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>27</td>
<td>Total functional expenses. Add lines 1 through 24e</td>
<td>18,681,013</td>
<td>15,964,374</td>
<td>2,203,413</td>
<td>513,226</td>
<td></td>
</tr>
</tbody>
</table>

**Check here if following SOP 95-2 (ASC 958-720):**

- Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21
- Grants and other assistance to domestic individuals. See Part IV, line 22
- Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16
- Benefits paid to or for members
- Compensation of current officers, directors, trustees, and key employees
- Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)
- Other salaries and wages
- Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)
- Other employee benefits
- Payroll taxes
- Fees for services (nonemployees): Management, Legal, Accounting, Lobbying
- Professional fundraising services. See Part IV, line 17
- Investment management fees
- Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch O.)
- Advertising and promotion
- Office expenses
- Information technology
- Occupancy
- Travel
- Payments of travel or entertainment expenses for any federal, state, or local public officials
- Conferences, conventions, and meetings
- Interest
- Payments to affiliates
- Depreciation, depletion, and amortization
- Insurance
- Other expenses. Itemize expenses not covered above (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)
- EQUIPMENT RENTAL & MAIN
- PRINTING & PUBLICATIONS
- OTHER
- All other expenses

**Total functional expenses.** Add lines 1 through 24e

**Joint costs.** Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.
### Part X: Balance Sheet

#### Assets

<table>
<thead>
<tr>
<th></th>
<th>(A) Beginning of year</th>
<th>(B) End of year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Cash - non-interest-bearing</td>
<td>3,237,726.</td>
</tr>
<tr>
<td>2</td>
<td>Savings and temporary cash investments</td>
<td>11,909,179.</td>
</tr>
<tr>
<td>3</td>
<td>Pledges and grants receivable, net</td>
<td>5,550,607.</td>
</tr>
<tr>
<td>4</td>
<td>Accounts receivable, net</td>
<td>872,685.</td>
</tr>
<tr>
<td>5</td>
<td>Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Notes and loans receivable, net</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Inventories for sale or use</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Prepaid expenses and deferred charges</td>
<td>149,826.</td>
</tr>
<tr>
<td>10a</td>
<td>Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D</td>
<td>1,437,651.</td>
</tr>
<tr>
<td>10b</td>
<td>Less: accumulated depreciation</td>
<td>1,327,276.</td>
</tr>
<tr>
<td>11</td>
<td>Investments - publicly traded securities</td>
<td>0.</td>
</tr>
<tr>
<td>12</td>
<td>Investments - other securities. See Part IV, line 11</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Investments - program-related. See Part IV, line 11</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Intangible assets</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Other assets. See Part IV, line 11</td>
<td>44,881.</td>
</tr>
<tr>
<td>16</td>
<td>Total assets. Add lines 1 through 15 (must equal line 33)</td>
<td>21,905,999.</td>
</tr>
</tbody>
</table>

#### Liabilities

<table>
<thead>
<tr>
<th></th>
<th>(A) Beginning of year</th>
<th>(B) End of year</th>
</tr>
</thead>
<tbody>
<tr>
<td>17</td>
<td>Accounts payable and accrued expenses</td>
<td>1,197,483.</td>
</tr>
<tr>
<td>18</td>
<td>Grants payable</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Deferred revenue</td>
<td>265,991.</td>
</tr>
<tr>
<td>20</td>
<td>Tax-exempt bond liabilities</td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>Escrow or custodial account liability. Complete Part IV of Schedule D</td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons</td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>Secured mortgages and notes payable to unrelated third parties</td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>Unsecured notes and loans payable to unrelated third parties</td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D</td>
<td>142,806.</td>
</tr>
<tr>
<td>26</td>
<td>Total liabilities. Add lines 17 through 25</td>
<td>1,606,280.</td>
</tr>
</tbody>
</table>

#### Net Assets or Fund Balances

<table>
<thead>
<tr>
<th></th>
<th>(A)</th>
<th>(B)</th>
</tr>
</thead>
<tbody>
<tr>
<td>27</td>
<td>Net assets without donor restrictions</td>
<td>10,815,497.</td>
</tr>
<tr>
<td>28</td>
<td>Net assets with donor restrictions</td>
<td>9,484,222.</td>
</tr>
<tr>
<td>29</td>
<td>Capital stock or trust principal, or current funds</td>
<td></td>
</tr>
<tr>
<td>30</td>
<td>Paid-in or capital surplus, or land, building, or equipment fund</td>
<td></td>
</tr>
<tr>
<td>31</td>
<td>Retained earnings, endowment, accumulated income, or other funds</td>
<td></td>
</tr>
<tr>
<td>32</td>
<td>Total net assets or fund balances</td>
<td>20,299,719.</td>
</tr>
<tr>
<td>33</td>
<td>Total liabilities and net assets/fund balances</td>
<td>21,905,999.</td>
</tr>
</tbody>
</table>

Form 990 (2020)
**Part XI | Reconciliation of Net Assets**

Check if Schedule O contains a response or note to any line in this Part XI

<p>| | | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Total revenue (must equal Part VIII, column (A), line 12)</td>
<td>1</td>
<td>61,963,660.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Total expenses (must equal Part IX, column (A), line 25)</td>
<td>2</td>
<td>18,681,013.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Revenue less expenses. Subtract line 2 from line 1</td>
<td>3</td>
<td>43,282,647.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))</td>
<td>4</td>
<td>20,299,719.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Net unrealized gains (losses) on investments</td>
<td>5</td>
<td>-32,942.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Donated services and use of facilities</td>
<td>6</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Investment expenses</td>
<td>7</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Prior period adjustments</td>
<td>8</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Other changes in net assets or fund balances (explain on Schedule O)</td>
<td>9</td>
<td>0.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))</td>
<td>10</td>
<td>63,549,424.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Part XII | Financial Statements and Reporting**

Check if Schedule O contains a response or note to any line in this Part XII

<table>
<thead>
<tr>
<th>1</th>
<th>Accounting method used to prepare the Form 990:</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cash</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Accrual</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Other</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.

<table>
<thead>
<tr>
<th>2a</th>
<th>Were the organization's financial statements compiled or reviewed by an independent accountant?</th>
<th>X</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:

- Separate basis
- Consolidated basis
- Both consolidated and separate basis

<table>
<thead>
<tr>
<th>2b</th>
<th>Were the organization's financial statements audited by an independent accountant?</th>
<th>X</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both:

- Separate basis
- Consolidated basis
- Both consolidated and separate basis

<table>
<thead>
<tr>
<th>2c</th>
<th>If &quot;Yes&quot; to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?</th>
<th>X</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

If "Yes" to line 2c, explain on Schedule O.

<table>
<thead>
<tr>
<th>3a</th>
<th>As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?</th>
<th>X</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits.
**Part I**

**Reason for Public Charity Status.** (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

1. A church, convention of churches, or association of churches described in section 170(b)(1)(A)(i).
2. A school described in section 170(b)(1)(A)(ii). (Attach Schedule E (Form 990 or 990-EZ).)
3. A hospital or a cooperative hospital service organization described in section 170(b)(1)(A)(iii).
4. A medical research organization operated in conjunction with a hospital described in section 170(b)(1)(A)(iii). Enter the hospital’s name, city, and state:
5. An organization operated for the benefit of a college or university owned or operated by a governmental unit described in section 170(b)(1)(A)(iv). (Complete Part II.)
6. A federal, state, or local government or governmental unit described in section 170(b)(1)(A)(v).
7. An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in section 170(b)(1)(A)(vi). (Complete Part II.)
8. A community trust described in section 170(b)(1)(A)(vii). (Complete Part II.)
9. An agricultural research organization described in section 170(b)(1)(A)(viii) operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university:
10. An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See section 509(a)(2). (Complete Part III.)
12. An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2). See section 509(a)(3). Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
   a. Type I. A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
   b. Type II. A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
   c. Type III functionally integrated. A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
   d. Type III non-functionally integrated. A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A, D, and Part V.**
   e. Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
   f. Enter the number of supported organizations. 
   g. Provide the following information about the supported organization(s).

<table>
<thead>
<tr>
<th>(i) Name of supported organization</th>
<th>(ii) EIN</th>
<th>(iii) Type of organization (described on lines 1-10 above (see instructions))</th>
<th>(iv) Is the organization listed in your governing document?</th>
<th>(v) Amount of monetary support (see instructions)</th>
<th>(vi) Amount of other support (see instructions)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Yes</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total: 

**LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.** 032021 01-25-21 Schedule A (Form 990 or 990-EZ) 2020
### Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

#### Section A. Public Support

<table>
<thead>
<tr>
<th>Calendar year (or fiscal year beginning in)</th>
<th>(a) 2016</th>
<th>(b) 2017</th>
<th>(c) 2018</th>
<th>(d) 2019</th>
<th>(e) 2020</th>
<th>(f) Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Gifts, grants, contributions, and membership fees received. (Do not include any &quot;unusual grants.&quot;)</td>
<td>15,740,914</td>
<td>15,600,017</td>
<td>10,219,323</td>
<td>12,339,651</td>
<td>42,283,754</td>
<td>96,183,659</td>
</tr>
<tr>
<td>2 Tax revenues levied for the organization’s benefit and either paid to or expended on its behalf</td>
<td>15,740,914</td>
<td>15,600,017</td>
<td>10,219,323</td>
<td>12,339,651</td>
<td>42,283,754</td>
<td>96,183,659</td>
</tr>
<tr>
<td>3 The value of services or facilities furnished by a governmental unit to the organization without charge</td>
<td>15,740,914</td>
<td>15,600,017</td>
<td>10,219,323</td>
<td>12,339,651</td>
<td>42,283,754</td>
<td>96,183,659</td>
</tr>
<tr>
<td>4 Total. Add lines 1 through 3</td>
<td>15,740,914</td>
<td>15,600,017</td>
<td>10,219,323</td>
<td>12,339,651</td>
<td>42,283,754</td>
<td>96,183,659</td>
</tr>
<tr>
<td>5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>28,113,034</td>
<td></td>
</tr>
<tr>
<td>6 Public support. Subtract line 5 from line 4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>68,070,625</td>
<td></td>
</tr>
</tbody>
</table>

#### Section B. Total Support

<table>
<thead>
<tr>
<th>Calendar year (or fiscal year beginning in)</th>
<th>(a) 2016</th>
<th>(b) 2017</th>
<th>(c) 2018</th>
<th>(d) 2019</th>
<th>(e) 2020</th>
<th>(f) Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>7 Amounts from line 4</td>
<td>15,740,914</td>
<td>15,600,017</td>
<td>10,219,323</td>
<td>12,339,651</td>
<td>42,283,754</td>
<td>96,183,659</td>
</tr>
<tr>
<td>8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources</td>
<td>8,568</td>
<td>16,636</td>
<td>19,896</td>
<td>109,177</td>
<td>92,160</td>
<td>246,437</td>
</tr>
<tr>
<td>9 Net income from unrelated business activities, whether or not the business is regularly carried on</td>
<td>322</td>
<td>322</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI)</td>
<td>322</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11 Total support. Add lines 7 through 10</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>96,430,418</td>
</tr>
<tr>
<td>12 Gross receipts from related activities, etc. (see instructions)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>12</td>
<td>14,146,386</td>
</tr>
</tbody>
</table>

#### First 5 years. If the Form 990 is for the organization’s first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here

#### Section C. Computation of Public Support Percentage

<table>
<thead>
<tr>
<th></th>
<th>(a) 2016</th>
<th>(b) 2017</th>
<th>(c) 2018</th>
<th>(d) 2019</th>
<th>(e) 2020</th>
<th>(f) Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>14 Public support percentage for 2020 (line 6, column (f), divided by line 11, column (f))</td>
<td>70.59%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15 Public support percentage from 2019 Schedule A, Part II, line 14</td>
<td>55.81%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16a 33 1/3% support test - 2020. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16b 33 1/3% support test - 2019. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17a 10% facts-and-circumstances test - 2020. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17b 10% facts-and-circumstances test - 2019. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---
### Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

#### Section A. Public Support

<table>
<thead>
<tr>
<th>Calendar year (or fiscal year beginning in)</th>
<th>(a) 2016</th>
<th>(b) 2017</th>
<th>(c) 2018</th>
<th>(d) 2019</th>
<th>(e) 2020</th>
<th>(f) Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong> Gifts, grants, contributions, and membership fees received. (Do not include any &quot;unusual grants.&quot;)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2</strong> Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>3</strong> Gross receipts from activities that are not an unrelated trade or business under section 513</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>4</strong> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>5</strong> The value of services or facilities furnished by a governmental unit to the organization without charge</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>6</strong> <strong>Total. Add lines 1 through 5</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>7a</strong> Amounts included on lines 1, 2, and 3 received from disqualified persons</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>7b</strong> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of $5,000 or 1% of the amount on line 13 for the year</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>7c</strong> Add lines 7a and 7b</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>8</strong> <strong>Public support. (Subtract line 7c from line 6)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Section B. Total Support

<table>
<thead>
<tr>
<th>Calendar year (or fiscal year beginning in)</th>
<th>(a) 2016</th>
<th>(b) 2017</th>
<th>(c) 2018</th>
<th>(d) 2019</th>
<th>(e) 2020</th>
<th>(f) Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>9</strong> Amounts from line 6</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>10a</strong> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>10b</strong> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>10c</strong> Add lines 10a and 10b</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>11</strong> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>12</strong> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>13</strong> <strong>Total support. (Add lines 9, 10c, 11, and 12.)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>14</strong> <strong>First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Section C. Computation of Public Support Percentage

<table>
<thead>
<tr>
<th>(line 8, column (f), divided by line 13, column (f))</th>
<th>15</th>
<th>%</th>
</tr>
</thead>
</table>

| (line 10c, column (f), divided by line 13, column (f)) | 17 | % |

#### Section D. Computation of Investment Income Percentage

| (line 13, column (f)) | 18 | % |

### Part III Support Schedule for Organizations Described in Section 509(a)(2)

#### Section A. Public Support

- **1 Gifts, grants, contributions, and membership fees received.**
- **2 Gross receipts from admissions.**
- **3 Gross receipts from activities.**
- **4 Tax revenues.**
- **5 Value of services or facilities.**
- **6 Total.**
- **7a Amounts from disqualified persons.**
- **7b Amounts from non-disqualified persons.**
- **7c Total from 7a and 7b.**
- **8 Public support.**

#### Section B. Total Support

- **9 Amounts from line 6.**
- **10a Gross income.**
- **10b Unrelated business income.**
- **10c Total from 10a and 10b.**
- **11 Net income from unrelated business activities.**
- **12 Other income.**
- **13 Total support.**
- **14 First 5 years.**

#### Section C. Computation of Public Support Percentage

- **15 Public support percentage.**

#### Section D. Computation of Investment Income Percentage

- **17 Investment income percentage.**

**Note:** The form includes instructions for completing the schedule and indicates when to check certain boxes.
Section A. All Supporting Organizations

1. Are all of the organization’s supported organizations listed by name in the organization’s governing documents? If “No,” describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.

2. Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? If “Yes,” explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).

3a. Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If “Yes,” answer lines 3b and 3c below.

b. Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? If “Yes,” describe in Part VI when and how the organization made the determination.

c. Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? If “Yes,” explain in Part VI what controls the organization put in place to ensure such use.

4a. Was any supported organization not organized in the United States (“foreign supported organization”)? If “Yes,” and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.

b. Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? If “Yes,” describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.

c. Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? If “Yes,” explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.

5a. Did the organization add, substitute, or remove any supported organizations during the tax year? If “Yes,” answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization’s organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).

b. Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization’s organizing document?

c. Substitutions only. Was the substitution the result of an event beyond the organization’s control?

6. Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization’s supported organizations? If “Yes,” provide detail in Part VI.

7. Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? If “Yes,” complete Part I of Schedule L (Form 990 or 990-EZ).

8. Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? If “Yes,” complete Part I of Schedule L (Form 990 or 990-EZ).

9a. Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? If “Yes,” provide detail in Part VI.

b. Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? If “Yes,” provide detail in Part VI.

c. Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? If “Yes,” provide detail in Part VI.

10a. Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? If “Yes,” answer line 10b below.

b. Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)
### Part IV: Supporting Organizations (continued)

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Has the organization accepted a gift or contribution from any of the following persons?</td>
<td></td>
</tr>
<tr>
<td>a</td>
<td>A person who directly or indirectly controls, either alone or together with persons described in lines 11b and 11c, the governing body of a supported organization?</td>
<td>☐</td>
</tr>
<tr>
<td>b</td>
<td>A family member of a person described in line 11a above?</td>
<td>☑</td>
</tr>
<tr>
<td>c</td>
<td>A 35% controlled entity of a person described in line 11a or 11b above? If &quot;Yes&quot; to line 11a, 11b, or 11c, provide detail in Part VI.</td>
<td>☑</td>
</tr>
</tbody>
</table>

#### Section B. Type I Supporting Organizations

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization’s officers, directors, or trustees at all times during the tax year? If &quot;No,&quot; describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization’s activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</td>
<td>☑</td>
</tr>
<tr>
<td>2</td>
<td>Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If &quot;Yes,&quot; explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.</td>
<td>☑</td>
</tr>
</tbody>
</table>

#### Section C. Type II Supporting Organizations

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Were a majority of the organization’s directors or trustees during the tax year also a majority of the directors or trustees of each of the organization’s supported organization(s)? If &quot;No,&quot; describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).</td>
<td>☑</td>
</tr>
</tbody>
</table>

#### Section D. All Type III Supporting Organizations

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization’s tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization’s governing documents in effect on the date of notification, to the extent not previously provided?</td>
<td>☑</td>
</tr>
<tr>
<td>2</td>
<td>Were any of the organization’s officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If &quot;No,&quot; explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</td>
<td>☑</td>
</tr>
<tr>
<td>3</td>
<td>By reason of the relationship described in line 2, above, did the organization’s supported organizations have a significant voice in the organization’s investment policies and in directing the use of the organization’s income or assets at all times during the tax year? If &quot;Yes,&quot; describe in Part VI the role the organization’s supported organizations played in this regard.</td>
<td>☑</td>
</tr>
</tbody>
</table>

#### Section E. Type III Functionally Integrated Supporting Organizations

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).</td>
<td></td>
</tr>
<tr>
<td>a</td>
<td>The organization satisfied the Activities Test. Complete line 2 below.</td>
<td>☑</td>
</tr>
<tr>
<td>b</td>
<td>The organization is the parent of each of its supported organizations. Complete line 3 below.</td>
<td>☑</td>
</tr>
<tr>
<td>c</td>
<td>The organization supported a governmental entity. Describe in Part VI how you supported a governmental entity (see instructions).</td>
<td>☑</td>
</tr>
<tr>
<td>2</td>
<td>Activities Test. Answer lines 2a and 2b below.</td>
<td></td>
</tr>
<tr>
<td>a</td>
<td>Did substantially all of the organization’s activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If &quot;Yes,&quot; then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</td>
<td>☑</td>
</tr>
<tr>
<td>b</td>
<td>Did the activities described in line 2a, above, constitute activities that, but for the organization’s involvement, one or more of the organization’s supported organization(s) would have been engaged in? If &quot;Yes,&quot; explain in Part VI the reasons for the organization’s position that its supported organization(s) would have engaged in these activities but for the organization’s involvement.</td>
<td>☑</td>
</tr>
<tr>
<td>3</td>
<td>Parent of Supported Organizations. Answer lines 3a and 3b below.</td>
<td></td>
</tr>
<tr>
<td>a</td>
<td>Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? If &quot;Yes&quot; or &quot;No&quot; provide details in Part VI.</td>
<td>☑</td>
</tr>
<tr>
<td>b</td>
<td>Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If &quot;Yes,&quot; describe in Part VI the role played by the organization in this regard.</td>
<td>☑</td>
</tr>
</tbody>
</table>
### Part VI
Section A - Adjusted Net Income

<table>
<thead>
<tr>
<th>(A) Prior Year</th>
<th>(B) Current Year (optional)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Net short-term capital gain</td>
<td>1</td>
</tr>
<tr>
<td>2. Recoveries of prior-year distributions</td>
<td>2</td>
</tr>
<tr>
<td>3. Other gross income (see instructions)</td>
<td>3</td>
</tr>
<tr>
<td>4. Add lines 1 through 3</td>
<td>4</td>
</tr>
<tr>
<td>5. Depreciation and depletion</td>
<td>5</td>
</tr>
<tr>
<td>6. Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)</td>
<td>6</td>
</tr>
<tr>
<td>7. Other expenses (see instructions)</td>
<td>7</td>
</tr>
<tr>
<td>8. <strong>Adjusted Net Income</strong> (subtract lines 5, 6, and 7 from line 4)</td>
<td>8</td>
</tr>
</tbody>
</table>

### Section B - Minimum Asset Amount

<table>
<thead>
<tr>
<th>(A) Prior Year</th>
<th>(B) Current Year (optional)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):</td>
<td></td>
</tr>
<tr>
<td>a. Average monthly value of securities</td>
<td>1a</td>
</tr>
<tr>
<td>b. Average monthly cash balances</td>
<td>1b</td>
</tr>
<tr>
<td>c. Fair market value of other non-exempt-use assets</td>
<td>1c</td>
</tr>
<tr>
<td>d. <strong>Total</strong> (add lines 1a, 1b, and 1c)</td>
<td>1d</td>
</tr>
<tr>
<td>e. <strong>Discount</strong> claimed for blockage or other factors (explain in detail in Part VI):</td>
<td></td>
</tr>
<tr>
<td>2. Acquisition indebtedness applicable to non-exempt-use assets</td>
<td>2</td>
</tr>
<tr>
<td>3. Subtract line 2 from line 1d</td>
<td>3</td>
</tr>
<tr>
<td>4. Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).</td>
<td>4</td>
</tr>
<tr>
<td>5. Net value of non-exempt-use assets (subtract line 4 from line 3)</td>
<td>5</td>
</tr>
<tr>
<td>6. Multiply line 5 by 0.035</td>
<td>6</td>
</tr>
<tr>
<td>7. Recoveries of prior-year distributions</td>
<td>7</td>
</tr>
<tr>
<td>8. <strong>Minimum Asset Amount</strong> (add line 7 to line 6)</td>
<td>8</td>
</tr>
</tbody>
</table>

### Section C - Distributable Amount

<table>
<thead>
<tr>
<th>Current Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Adjusted net income for prior year (from Section A, line 8, column A)</td>
</tr>
<tr>
<td>2. Enter 0.85 of line 1</td>
</tr>
<tr>
<td>3. Minimum asset amount for prior year (from Section B, line 8, column A)</td>
</tr>
<tr>
<td>4. Enter greater of line 2 or line 3</td>
</tr>
<tr>
<td>5. <strong>Income tax imposed in prior year</strong></td>
</tr>
<tr>
<td>6. <strong>Distributable Amount</strong>. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).</td>
</tr>
</tbody>
</table>

7. Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).
### Part V  Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

#### Section D - Distributions

<table>
<thead>
<tr>
<th></th>
<th>Current Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Amounts paid to supported organizations to accomplish exempt purposes</td>
</tr>
<tr>
<td>2</td>
<td>Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity</td>
</tr>
<tr>
<td>3</td>
<td>Administrative expenses paid to accomplish exempt purposes of supported organizations</td>
</tr>
<tr>
<td>4</td>
<td>Amounts paid to acquire exempt-use assets</td>
</tr>
<tr>
<td>5</td>
<td>Qualified set-aside amounts (prior IRS approval required - <strong>provide details in Part VI</strong>)</td>
</tr>
<tr>
<td>6</td>
<td>Other distributions (<strong>describe in Part VI</strong>). See instructions.</td>
</tr>
<tr>
<td>7</td>
<td><strong>Total annual distributions.</strong> Add lines 1 through 6.</td>
</tr>
<tr>
<td>8</td>
<td>Distributions to attentive supported organizations to which the organization is responsive (<strong>provide details in Part VI</strong>). See instructions.</td>
</tr>
<tr>
<td>9</td>
<td>Distributable amount for 2020 from Section C, line 6</td>
</tr>
<tr>
<td>10</td>
<td>Line 8 amount divided by line 9 amount</td>
</tr>
</tbody>
</table>

#### Section E - Distribution Allocations (see instructions)

<table>
<thead>
<tr>
<th></th>
<th>(i) Excess Distributions</th>
<th>(ii) Underdistributions Pre-2020</th>
<th>(iii) Distributable Amount for 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Distributable amount for 2020 from Section C, line 6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Underdistributions, if any, for years prior to 2020 (reasonable cause required - <strong>explain in Part VI</strong>). See instructions.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Excess distributions carryover, if any, to 2020</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a</td>
<td>From 2015</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b</td>
<td>From 2016</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c</td>
<td>From 2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d</td>
<td>From 2018</td>
<td></td>
<td></td>
</tr>
<tr>
<td>e</td>
<td>From 2019</td>
<td></td>
<td></td>
</tr>
<tr>
<td>f</td>
<td><strong>Total</strong> of lines 3a through 3e</td>
<td></td>
<td></td>
</tr>
<tr>
<td>g</td>
<td>Applied to underdistributions of prior years</td>
<td></td>
<td></td>
</tr>
<tr>
<td>h</td>
<td>Applied to 2020 distributable amount</td>
<td></td>
<td></td>
</tr>
<tr>
<td>i</td>
<td>Carryover from 2015 not applied (see instructions)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>j</td>
<td>Remainder. Subtract lines 3g, 3h, and 3i from line 3f.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Distributions for 2020 from Section D, line 7:</td>
<td>$</td>
<td></td>
</tr>
<tr>
<td>a</td>
<td>Applied to underdistributions of prior years</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b</td>
<td>Applied to 2020 distributable amount</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c</td>
<td>Remainder. Subtract lines 4a and 4b from line 4,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Remaining underdistributions for years prior to 2020, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, <strong>explain in Part VI</strong>. See instructions.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Remaining underdistributions for 2020. Subtract lines 3h and 4b from line 1. For result greater than zero, <strong>explain in Part VI</strong>. See instructions.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td><strong>Excess distributions carryover to 2021.</strong> Add lines 3j and 4c.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a</td>
<td>Excess from 2016</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b</td>
<td>Excess from 2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c</td>
<td>Excess from 2018</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d</td>
<td>Excess from 2019</td>
<td></td>
<td></td>
</tr>
<tr>
<td>e</td>
<td>Excess from 2020</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Schedule A (Form 990 or 990-EZ) 2020**
Part VI  Supplemental Information.  Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)
** Public Disclosure Copy **

### Schedule B

**Form 990, 990-EZ, or 990-PF**  
Department of the Treasury  
Internal Revenue Service  
023451  11-25-20  

For Paperwork Reduction Act Notice, see the instructions for Form 990, 990-EZ, or 990-PF.  
Go to www.irs.gov/Form990 for the latest information.

### Schedule of Contributors

<table>
<thead>
<tr>
<th>Name of the organization</th>
<th>Employer identification number</th>
</tr>
</thead>
<tbody>
<tr>
<td>POLICYLINK</td>
<td>94-3297479</td>
</tr>
</tbody>
</table>

**Organization type (check one):**

- Form 990 or 990-EZ
  - Checkmark 501(c)(3) exempt private foundation  
  - 4947(a)(1) nonexempt charitable trust treated as a private foundation
  - 527 political organization

- Form 990-PF
  - Checkmark 501(c)(3) taxable private foundation
  - 4947(a)(1) nonexempt charitable trust treated as a private foundation

**Check if your organization is covered by the General Rule or a Special Rule.**

**Note:** Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

**General Rule**
- For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling $5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor’s total contributions.

**Special Rules**
- Checkmark 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of (1) $5,000; or (2) 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.
- For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than $1,000 exclusively for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering “N/A” in column (b) instead of the contributor name and address), II, and III.
- For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions exclusively for religious, charitable, etc., purposes, but no such contributions totaled more than $1,000. If this box is checked, enter here the total contributions that were received during the year for an exclusively religious, charitable, etc., purpose. Don’t complete any of the parts unless the General Rule applies to this organization because it received nonexclusively religious, charitable, etc., contributions totaling $5,000 or more during the year ........................................  

**Caution:** An organization that isn’t covered by the General Rule and/or the Special Rules doesn’t file Schedule B (Form 990, 990-EZ, or 990-PF), but it must answer “No” on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn’t meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

023451 11-25-20
### Part I Contributors

(see instructions). Use duplicate copies of Part I if additional space is needed.

<table>
<thead>
<tr>
<th>No.</th>
<th>Name, address, and ZIP + 4</th>
<th>Total contributions</th>
<th>Type of contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td>$18,005,000.</td>
<td>Person □ Payroll X Noncash □</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>(Complete Part II for noncash contributions.)</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td>$6,600,000.</td>
<td>Person X Payroll □ Noncash □</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>(Complete Part II for noncash contributions.)</td>
</tr>
<tr>
<td>3</td>
<td></td>
<td>$4,075,000.</td>
<td>Person X Payroll □ Noncash □</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>(Complete Part II for noncash contributions.)</td>
</tr>
<tr>
<td>4</td>
<td></td>
<td>$3,500,000.</td>
<td>Person X Payroll □ Noncash □</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>(Complete Part II for noncash contributions.)</td>
</tr>
<tr>
<td>5</td>
<td></td>
<td>$3,000,000.</td>
<td>Person X Payroll □ Noncash □</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>(Complete Part II for noncash contributions.)</td>
</tr>
<tr>
<td>6</td>
<td></td>
<td>$1,687,000.</td>
<td>Person X Payroll □ Noncash □</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>(Complete Part II for noncash contributions.)</td>
</tr>
</tbody>
</table>
### Part I: Contributors

(see instructions). Use duplicate copies of Part I if additional space is needed.

<table>
<thead>
<tr>
<th>(a) No.</th>
<th>(b) Name, address, and ZIP + 4</th>
<th>(c) Total contributions</th>
<th>(d) Type of contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td></td>
<td>$1,500,000.</td>
<td>Person X, Payroll</td>
</tr>
</tbody>
</table>

(Complete Part II for noncash contributions.)

<table>
<thead>
<tr>
<th>(a) No.</th>
<th>(b) Name, address, and ZIP + 4</th>
<th>(c) Total contributions</th>
<th>(d) Type of contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Complete Part II for noncash contributions.)

<table>
<thead>
<tr>
<th>(a) No.</th>
<th>(b) Name, address, and ZIP + 4</th>
<th>(c) Total contributions</th>
<th>(d) Type of contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Complete Part II for noncash contributions.)

<table>
<thead>
<tr>
<th>(a) No.</th>
<th>(b) Name, address, and ZIP + 4</th>
<th>(c) Total contributions</th>
<th>(d) Type of contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Complete Part II for noncash contributions.)

<table>
<thead>
<tr>
<th>(a) No.</th>
<th>(b) Name, address, and ZIP + 4</th>
<th>(c) Total contributions</th>
<th>(d) Type of contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Complete Part II for noncash contributions.)

<table>
<thead>
<tr>
<th>(a) No.</th>
<th>(b) Name, address, and ZIP + 4</th>
<th>(c) Total contributions</th>
<th>(d) Type of contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Complete Part II for noncash contributions.)

### Employer identification number

POLICYLINK 94-3297479

Name of organization

POLICYLINK

Date: 11-25-20
### Part II  Noncash Property

(see instructions). Use duplicate copies of Part II if additional space is needed.

<table>
<thead>
<tr>
<th>No. from Part I</th>
<th>Description of noncash property given</th>
<th>FMV (or estimate) (See instructions.)</th>
<th>Date received</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>$</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>$</td>
<td></td>
</tr>
<tr>
<td></td>
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<td>$</td>
<td></td>
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<td></td>
<td>$</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>$</td>
<td></td>
</tr>
</tbody>
</table>
Part III

Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than $1,000 for the year from any one contributor. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of $1,000 or less for the year.  ▶ $ __________

Use duplicate copies of Part III if additional space is needed.

<table>
<thead>
<tr>
<th>No. from Part I</th>
<th>Purpose of gift</th>
<th>Use of gift</th>
<th>Description of how gift is held</th>
<th>Transferee's name, address, and ZIP + 4</th>
<th>Relationship of transferor to transferee</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of $1,000 or less for the year.  ▶ $ __________
- Use duplicate copies of Part III if additional space is needed.
**Political Campaign and Lobbying Activities**

For Organizations Exempt From Income Tax Under section 501(c) and section 527

- Complete if the organization is described below.
- Attach to Form 990 or Form 990-EZ.

- Go to www.irs.gov/Form990 for instructions and the latest information.

<table>
<thead>
<tr>
<th>Name of organization</th>
<th>Employer identification number</th>
</tr>
</thead>
<tbody>
<tr>
<td>POLICYLINK</td>
<td>94-3297479</td>
</tr>
</tbody>
</table>

**Part I-A** Complete if the organization is exempt under section 501(c) or is a section 527 organization.

1. Provide a description of the organization's direct and indirect political campaign activities in Part IV.
2. Political campaign activity expenditures

<table>
<thead>
<tr>
<th>Amount $</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

3. Volunteer hours for political campaign activities

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

**Part I-B** Complete if the organization is exempt under section 501(c)(3).

1. Enter the amount of any excise tax incurred by the organization under section 4955

<table>
<thead>
<tr>
<th>Amount $</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

2. Enter the amount of any excise tax incurred by organization managers under section 4955

<table>
<thead>
<tr>
<th>Amount $</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

3. If the organization incurred a section 4955 tax, did it file Form 4720 for this year?  
   - Yes
   - No

4a. Was a correction made?  
   - Yes
   - No

b. If "Yes," describe in Part IV.

**Part I-C** Complete if the organization is exempt under section 501(c), except section 501(c)(3).

1. Enter the amount directly expended by the filing organization for section 527 exempt function activities

<table>
<thead>
<tr>
<th>Amount $</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

2. Enter the amount of the filing organization’s funds contributed to other organizations for section 527 exempt function activities

<table>
<thead>
<tr>
<th>Amount $</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

3. Total exempt function expenditures. Add lines 1 and 2. Enter here and on Form 1120-POL, line 17b

<table>
<thead>
<tr>
<th>Amount $</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

4. Did the filing organization file Form 1120-POL for this year?  
   - Yes
   - No

5. Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments. For each organization listed, enter the amount paid from the filing organization’s funds. Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC). If additional space is needed, provide information in Part IV.

<table>
<thead>
<tr>
<th>(a) Name</th>
<th>(b) Address</th>
<th>(c) EIN</th>
<th>(d) Amount paid from filing organization’s funds. If none, enter -0-.</th>
<th>(e) Amount of political contributions received and promptly and directly delivered to a separate political organization. If none, enter -0-.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule C (Form 990 or 990-EZ) 2020

LHA

032041 12-02-20

14051105 701245 122114.2  2020.05000 POLICYLINK  122114.1
Part II-A  Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).

A  Check □ if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures).

B  Check □ if the filing organization checked box A and "limited control" provisions apply.

Limits on Lobbying Expenditures
(The term "expenditures" means amounts paid or incurred.)

1a  Total lobbying expenditures to influence public opinion (grassroots lobbying)
1b  Total lobbying expenditures to influence a legislative body (direct lobbying)
1c  Total lobbying expenditures (add lines 1a and 1b)
1d  Other exempt purpose expenditures
1e  Total exempt purpose expenditures (add lines 1c and 1d)
1f  Lobbying nontaxable amount. Enter the amount from the following table in both columns.

If the amount on line 1e, column (a) or (b) is:

<table>
<thead>
<tr>
<th>Amount Range</th>
<th>The lobbying nontaxable amount is:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not over $500,000</td>
<td>20% of the amount on line 1e.</td>
</tr>
<tr>
<td>Over $500,000 but not over $1,000,000</td>
<td>$100,000 plus 15% of the excess over $500,000.</td>
</tr>
<tr>
<td>Over $1,000,000 but not over $1,500,000</td>
<td>$175,000 plus 10% of the excess over $1,000,000.</td>
</tr>
<tr>
<td>Over $1,500,000 but not over $17,000,000</td>
<td>$225,000 plus 5% of the excess over $1,500,000.</td>
</tr>
<tr>
<td>Over $17,000,000</td>
<td>$1,000,000.</td>
</tr>
</tbody>
</table>

g  Grassroots nontaxable amount (enter 25% of line 1f)

h  Subtract line 1g from line 1a. If zero or less, enter 0.
i  Subtract line 1f from line 1c. If zero or less, enter 0.
j  If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year?

4-Year Averaging Period Under Section 501(h)
(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the separate instructions for lines 2a through 2f.)

Lobbying Expenditures During 4-Year Averaging Period

<table>
<thead>
<tr>
<th>Calendar year (or fiscal year beginning in)</th>
<th>(a) 2017</th>
<th>(b) 2018</th>
<th>(c) 2019</th>
<th>(d) 2020</th>
<th>(e) Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2a Lobbying nontaxable amount</td>
<td>780,853.</td>
<td>903,502.</td>
<td>839,015.</td>
<td>1,000,000</td>
<td>3,523,370</td>
</tr>
<tr>
<td>b Lobbying ceiling amount (150% of line 2a, column(e))</td>
<td></td>
<td></td>
<td></td>
<td>5,285,055</td>
<td></td>
</tr>
<tr>
<td>c Total lobbying expenditures</td>
<td>225,159.</td>
<td>92,722.</td>
<td>16,282.</td>
<td>74,638.</td>
<td>409,001.</td>
</tr>
<tr>
<td>d Grassroots nontaxable amount</td>
<td>195,213.</td>
<td>225,876.</td>
<td>209,754.</td>
<td>250,000.</td>
<td>880,843.</td>
</tr>
<tr>
<td>e Grassroots ceiling amount (150% of line 2d, column (e))</td>
<td></td>
<td></td>
<td></td>
<td>1,321,265</td>
<td></td>
</tr>
<tr>
<td>f Grassroots lobbying expenditures</td>
<td>28,080.</td>
<td>6,136.</td>
<td>1,904.</td>
<td>35,198.</td>
<td>71,318.</td>
</tr>
</tbody>
</table>

Schedule C (Form 990 or 990-EZ) 2020

POLICYLINK

94-3297479

Page 2
### Schedule C (Form 990 or 990-EZ) 2020

**POLICYLINK**

**Part II-B** Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

For each "Yes" response on lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity.

<table>
<thead>
<tr>
<th></th>
<th>(a)</th>
<th>(b)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>During the year, did the filing organization attempt to influence foreign, national, state, or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of:</td>
<td>Yes</td>
</tr>
<tr>
<td>a</td>
<td>Volunteers?</td>
<td></td>
</tr>
<tr>
<td>b</td>
<td>Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?</td>
<td></td>
</tr>
<tr>
<td>c</td>
<td>Media advertisements?</td>
<td></td>
</tr>
<tr>
<td>d</td>
<td>Mailings to members, legislators, or the public?</td>
<td></td>
</tr>
<tr>
<td>e</td>
<td>Publications, or published or broadcast statements?</td>
<td></td>
</tr>
<tr>
<td>f</td>
<td>Grants to other organizations for lobbying purposes?</td>
<td></td>
</tr>
<tr>
<td>g</td>
<td>Direct contact with legislators, their staffs, government officials, or a legislative body?</td>
<td></td>
</tr>
<tr>
<td>h</td>
<td>Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?</td>
<td></td>
</tr>
<tr>
<td>i</td>
<td>Other activities?</td>
<td></td>
</tr>
<tr>
<td>j</td>
<td>Total. Add lines 1c through 1i</td>
<td></td>
</tr>
<tr>
<td>2a</td>
<td>Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?</td>
<td></td>
</tr>
<tr>
<td>b</td>
<td>If &quot;Yes,&quot; enter the amount of any tax incurred under section 4912</td>
<td></td>
</tr>
<tr>
<td>c</td>
<td>If &quot;Yes,&quot; enter the amount of any tax incurred by organization managers under section 4912</td>
<td></td>
</tr>
<tr>
<td>d</td>
<td>If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?</td>
<td></td>
</tr>
</tbody>
</table>

**Part III-A** Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).

1. Were substantially all (90% or more) dues received nondeductible by members? 
2. Did the organization make only in-house lobbying expenditures of $2,000 or less? 
3. Did the organization agree to carry over lobbying and political campaign activity expenditures from the prior year?

**Part III-B** Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No" OR (b) Part III-A, line 3, is answered "Yes."

1. Dues, assessments and similar amounts from members
2. Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid). 
   a. Current year
   b. Carryover from last year
   c. Total
3. Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues
4. If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year?
5. Taxable amount of lobbying and political expenditures (See instructions)

**Part IV** Supplemental Information

Provide the descriptions required for Part I-A, line 1; Part I-B, line 4; Part I-C, line 5; Part II-A (affiliated group list); Part II-A, lines 1 and 2 (See instructions); and Part II-B, line 1. Also, complete this part for any additional information.
**Supplemental Financial Statements**

**Part I**

Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.

<table>
<thead>
<tr>
<th></th>
<th>(a) Donor advised funds</th>
<th>(b) Funds and other accounts</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Total number at end of year</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Aggregate value of contributions to (during year)</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Aggregate value of grants from (during year)</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Aggregate value at end of year</td>
<td></td>
</tr>
</tbody>
</table>

5. Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization’s exclusive legal control? [ ] Yes [ ] No

6. Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? [ ] Yes [ ] No

**Part II**

Conservation Easements. Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1. Purpose(s) of conservation easements held by the organization (check all that apply).
   - Preservation of land for public use (for example, recreation or education)
   - Protection of natural habitat
   - Preservation of open space
   - Preservation of a historically important land area
   - Preservation of a certified historic structure

2. Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.
   - [ ] Held at the End of the Tax Year
   - 2a. Total number of conservation easements
   - 2b. Total acreage restricted by conservation easements
   - 2c. Number of conservation easements on a certified historic structure included in (a)
   - 2d. Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register

3. Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year<String>

4. Number of states where property subject to conservation easement is located

5. Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? [ ] Yes [ ] No

6. Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year

7. Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year

8. Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? [ ] Yes [ ] No

9. In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization’s financial statements that describes the organization’s accounting for conservation easements.

**Part III**

Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered “Yes” on Form 990, Part IV, line 8.

1a. If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.

b. If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:

   - (i) Revenue included on Form 990, Part VIII, line 1
   - (ii) Assets included on Form 990, Part X

2. If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items:

   - a. Revenue included on Form 990, Part VIII, line 1
   - b. Assets included on Form 990, Part X
Schedule D (Form 990) 2020
POLICYLINK
94-3297479

Part III. Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3. Using the organization’s acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply):
   a. Public exhibition
   b. Scholarly research
   c. Preservation for future generations
   d. Loan or exchange program
   e. Other

4. Provide a description of the organization’s collections and explain how they further the organization’s exempt purpose in Part XIII.

5. During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization’s collection?  Yes  No

Part IV. Escrow and Custodial Arrangements. Complete if the organization answered “Yes” on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a. Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?  Yes  No
   b. If “Yes,” explain the arrangement in Part XIII and complete the following table:

<table>
<thead>
<tr>
<th></th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1c</td>
<td></td>
</tr>
<tr>
<td>1d</td>
<td></td>
</tr>
<tr>
<td>1e</td>
<td></td>
</tr>
<tr>
<td>1f</td>
<td></td>
</tr>
</tbody>
</table>

2a. Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability?  Yes  No
   b. If “Yes,” explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII.

Part V. Endowment Funds. Complete if the organization answered “Yes” on Form 990, Part IV, line 10.

1a. Beginning of year balance
1b. Contributions
1c. Net investment earnings, gains, and losses
1d. Grants or scholarships
1e. Other expenditures for facilities and programs
1f. Administrative expenses
1g. End of year balance

<table>
<thead>
<tr>
<th></th>
<th>(a) Current year</th>
<th>(b) Prior year</th>
<th>(c) Two years back</th>
<th>(d) Three years back</th>
<th>(e) Four years back</th>
</tr>
</thead>
<tbody>
<tr>
<td>1a</td>
<td>10,703,369.</td>
<td>12,016,369.</td>
<td>7,100,000.</td>
<td>5,350,000.</td>
<td>3,350,000.</td>
</tr>
<tr>
<td>1b</td>
<td>24,000,000.</td>
<td></td>
<td>5,416,369.</td>
<td>1,750,000.</td>
<td>2,000,000.</td>
</tr>
<tr>
<td>1c</td>
<td>950,000.</td>
<td>1,313,000.</td>
<td>500,000.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1e</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2. Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

   a. Board designated or quasi-endowment  100 %
   b. Permanent endowment  0.0000 %
   c. Term endowment  0.0000 %

   The percentages on lines 2a, 2b, and 2c should equal 100%.

3a. Are there endowment funds not in the possession of the organization that are held and administered for the organization by:
   (i) Unrelated organizations
   (ii) Related organizations

3b. If “Yes” on line 3a(ii), are the related organizations listed as required on Schedule R?

4. Describe in Part XIII the intended uses of the organization’s endowment funds.

Part VI. Land, Buildings, and Equipment.

Complete if the organization answered “Yes” on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

<table>
<thead>
<tr>
<th>Description of property</th>
<th>(a) Cost or other basis (investment)</th>
<th>(b) Cost or other basis (other)</th>
<th>(c) Accumulated depreciation</th>
<th>(d) Book value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1a. Land</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1b. Buildings</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1c. Leasehold improvements</td>
<td>613,172.</td>
<td>544,298.</td>
<td>68,874.</td>
<td></td>
</tr>
<tr>
<td>1d. Equipment</td>
<td>824,479.</td>
<td>782,978.</td>
<td>41,501.</td>
<td></td>
</tr>
<tr>
<td>1e. Other</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

Total: Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)  110,375.
### Part VII Investments - Other Securities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

<table>
<thead>
<tr>
<th>(a) Description of security or category (including name of security)</th>
<th>(b) Book value</th>
<th>(c) Method of valuation: Cost or end-of-year market value</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Financial derivatives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(2) Closely held equity interests</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(3) Other</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(A)</td>
<td></td>
<td></td>
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<tr>
<td>(B)</td>
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<tr>
<td>(G)</td>
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</tr>
<tr>
<td>(H)</td>
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</tr>
</tbody>
</table>

**Total. (Col. (b) must equal Form 990, Part X, col. (B) line 12.)**

### Part VIII Investments - Program Related.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

<table>
<thead>
<tr>
<th>(a) Description of investment</th>
<th>(b) Book value</th>
<th>(c) Method of valuation: Cost or end-of-year market value</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(2)</td>
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<tr>
<td>(8)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(9)</td>
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</tr>
</tbody>
</table>

**Total. (Col. (b) must equal Form 990, Part X, col. (B) line 13.)**

### Part IX Other Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

<table>
<thead>
<tr>
<th>(a) Description</th>
<th>(b) Book value</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1)</td>
<td></td>
</tr>
<tr>
<td>(2)</td>
<td></td>
</tr>
<tr>
<td>(3)</td>
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<td>(8)</td>
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<tr>
<td>(9)</td>
<td></td>
</tr>
</tbody>
</table>

**Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.)**

### Part X Other Liabilities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. **(a) Description of liability**

<table>
<thead>
<tr>
<th>(1)</th>
<th>Federal income taxes</th>
<th>(b) Book value</th>
</tr>
</thead>
<tbody>
<tr>
<td>(2)</td>
<td>DEFERRED RENT LIABILITY</td>
<td>100,962.</td>
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<tr>
<td>(3)</td>
<td>PPP LOAN</td>
<td>1,314,144.</td>
</tr>
<tr>
<td>(4)</td>
<td>OTHER LIABILITIES</td>
<td>150,000.</td>
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<tr>
<td>(5)</td>
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</tr>
<tr>
<td>(6)</td>
<td></td>
<td></td>
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<td>(8)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(9)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.)**

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII  

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>x</td>
</tr>
</tbody>
</table>
**Part XI | Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1. Total revenue, gains, and other support per audited financial statements ................................................. 1

2. Amounts included on line 1 but not on Form 990, Part VIII, line 12:
   a. Net unrealized gains (losses) on investments ................................................................. 2a
   b. Donated services and use of facilities .................................................................................. 2b
   c. Recoveries of prior year grants ......................................................................................... 2c
   d. Other (Describe in Part XIII.) .......................................................................................... 2d
   e. Add lines 2a through 2d ................................................................................................. 2e

3. Subtract line 2e from line 1 ................................................................................................. 3

4. Amounts included on Form 990, Part VIII, line 12, but not on line 1:
   a. Investment expenses not included on Form 990, Part VIII, line 7b ............................ 4a
   b. Other (Describe in Part XIII.) .......................................................................................... 4b
   c. Add lines 4a and 4b  ...................................................................................................... 4c

5. Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12) ............... 5

**Part XII | Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1. Total expenses and losses per audited financial statements ..................................................... 1

2. Amounts included on line 1 but not on Form 990, Part IX, line 25:
   a. Donated services and use of facilities .................................................................................. 2a
   b. Prior year adjustments ...................................................................................................... 2b
   c. Other losses ...................................................................................................................... 2c
   d. Other (Describe in Part XIII.) .......................................................................................... 2d
   e. Add lines 2a through 2d ................................................................................................. 2e

3. Subtract line 2e from line 1 ................................................................................................. 3

4. Amounts included on Form 990, Part IX, line 25, but not on line 1:
   a. Investment expenses not included on Form 990, Part VIII, line 7b ............................ 4a
   b. Other (Describe in Part XIII.) .......................................................................................... 4b
   c. Add lines 4a and 4b  ...................................................................................................... 4c

5. Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.) ................ 5

**Part XIII | Supplemental Information.**

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

---

**PART X, LINE 2:**

The Internal Revenue Service and the California Franchise Tax Board have determined that the organization is exempt from federal and state income taxes under Internal Revenue Code section 501(c)(3) and the California Revenue and Taxation Code section 23701(d), the organization has evaluated its current tax positions as of December 31, 2020 and is not aware of any significant uncertain tax positions for which a reserve would be necessary. The organization's tax returns are generally subject to examination by federal and state taxing authorities for three and four years, respectively after they are filed.
THE BOARD ESTABLISHED THE RESERVE FUND AND GROWTH FUND TO ENSURE THE STABILITY OF THE MISSION, PROGRAMS, PERSONNEL, AND ONGOING OPERATIONS OF POLICYLINK AND TO PROVIDE A SOURCE OF INTERNAL FUNDS FOR CAPACITY BUILDING.

THE CEO FUND IS A BOARD-DESIGNATED FUND INTENDED FOR LARGE-SCALE INVESTMENTS IN THE RACIAL EQUITY MOVEMENT, BOTH INTERNALLY AND THROUGHOUT THE RACIAL EQUITY MOVEMENT.
## SCHEDULE I
(Form 990)

**Grants and Other Assistance to Organizations, Governments, and Individuals in the United States**

Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22. 

Attach to Form 990. 

Go to www.irs.gov/Form990 for the latest information.

---

### General Information on Grants and Assistance

1. Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?  
   - **Yes** ☑
   - **No** ☐

2. Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

---

### Grants and Other Assistance to Domestic Organizations and Domestic Governments

Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than $5,000. Part II can be duplicated if additional space is needed.

<table>
<thead>
<tr>
<th></th>
<th>Name and address of organization or government</th>
<th>EIN</th>
<th>IRC section (if applicable)</th>
<th>Amount of cash grant</th>
<th>Amount of non-cash assistance</th>
<th>Method of valuation (book, FMV, appraisal, other)</th>
<th>Description of noncash assistance</th>
<th>Purpose of grant or assistance</th>
</tr>
</thead>
</table>
| 1(a) | OAKLAND PROMISE  
       300 FRANK H, OGAWA PLAZA, SUITE 430  
       OAKLAND, CA 94612 | 54-2103707 | 501(C)(3) | 10,000. | 0. | | | CORE SUPPORT |
| 1(a) | INDEPENDENT SECTOR  
       1602 L STREET NORTHWEST, SUITE 900  
       WASHINGTON, DC 20036 | 52-1081024 | 501(C)(3) | 5,000. | 0. | | | CORE SUPPORT |
| 1(a) | BOYS AND GIRLS CLUBS OF MONTEREY COUNTY  
       - 1332 LA SALLE AVENUE  
       - SEASIDE, CA 93955 | 94-1702753 | 501(C)(3) | 55,000. | 0. | | | CORE SUPPORT |
| 1(a) | BOYS AND GIRLS CLUBS OF SILICON VALLEY  
       - 518 VALLEY WAY  
       - MILPITAS, CA 95035 | 94-1294898 | 501(C)(3) | 20,000. | 0. | | | CORE SUPPORT |
| 1(a) | PROJECT SOUTH THE INSTITUTION FOR THE ELIMINATION POVERTY & GENOCIDE  
       - 9 GAMMON STREET SOUTHEAST  
       - ATLANTA, GA 30315 | 58-1956686 | 501(C)(3) | 33,728. | 0. | | | CORE SUPPORT |
| 1(a) | LIFEMOVES  
       181 CONSTITUTION DRIVE  
       MENLO PARK, CA 94025 | 77-0160469 | 501(C)(3) | 25,000. | 0. | | | CORE SUPPORT |

1. Enter total number of section 501(c)(3) and government organizations listed in the line 1 table

2. Enter total number of other organizations listed in the line 1 table

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule I (Form 990) 2020
<table>
<thead>
<tr>
<th>(a) Name and address of organization or government</th>
<th>(b) EIN</th>
<th>(c) IRC section if applicable</th>
<th>(d) Amount of cash grant</th>
<th>(e) Amount of non-cash assistance</th>
<th>(f) Method of valuation (book, FMV, appraisal, other)</th>
<th>(g) Description of non-cash assistance</th>
<th>(h) Purpose of grant or assistance</th>
</tr>
</thead>
<tbody>
<tr>
<td>DESTINATION: HOME SV 3180 NEWBERRY DRIVE, SUITE 200 SAN JOSE, CA 95118</td>
<td>82-3353174</td>
<td>501(C)(3)</td>
<td>65,000.</td>
<td>0.</td>
<td>CORE SUPPORT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SAVE THE BAY 300 FRANK H. OGAWA PLAZA, SUITE 280 OAKLAND, CA 94612</td>
<td>94-6078420</td>
<td>501(C)(3)</td>
<td>55,000.</td>
<td>0.</td>
<td>CORE SUPPORT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SCHOOL OF ARTS AND CULTURE AT MHP 1700 ALUM ROCK AVENUE SAN JOSE, CA 95116</td>
<td>80-0714882</td>
<td>501(C)(3)</td>
<td>50,000.</td>
<td>0.</td>
<td>CORE SUPPORT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GIRL SCOUTS OF NORTHERN CALIFORNIA 1650 HARBOR BAY PARKWAY, SUITE 100 ALAMEDA, CA 94502</td>
<td>94-1551410</td>
<td>501(C)(3)</td>
<td>65,000.</td>
<td>0.</td>
<td>CORE SUPPORT</td>
<td></td>
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<tr>
<td>CITY OF PHILADELPHIA 1400 JOHN F. KENNEDY BOULEVARD PHILADELPHIA, PA 19107</td>
<td>CITY OF PHILADELPHIA</td>
<td>50,000.</td>
<td>0.</td>
<td>CORE SUPPORT</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>ALIVE AND WELL COMMUNITIES 3407 SOUTH JEFFERSON AVENUE, SUITE ST. LOUIS, MO 63118-3119</td>
<td>82-1919438</td>
<td>501(C)(3)</td>
<td>50,000.</td>
<td>0.</td>
<td>CORE SUPPORT</td>
<td></td>
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<tr>
<td>CITY OF DURHAM 101 CITY HALL PLAZA DURHAM, NC 27701</td>
<td>CITY OF DURHAM</td>
<td>50,000.</td>
<td>0.</td>
<td>CORE SUPPORT</td>
<td></td>
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</tr>
<tr>
<td>KING COUNTY KING COUNTY COURTHOUSE SEATTLE, WA 98104</td>
<td>KING COUNTY</td>
<td>50,000.</td>
<td>0.</td>
<td>CORE SUPPORT</td>
<td></td>
<td></td>
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<tr>
<td>CRITICAL RESISTANCE 1904 FRANKLIN STREET, SUITE 504 OAKLAND, CA 94612</td>
<td>20-4412916</td>
<td>501(C)(3)</td>
<td>2,500.</td>
<td>0.</td>
<td>CORE SUPPORT</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>(a)</strong> Name and address of organization or government</td>
<td><strong>(b)</strong> EIN</td>
<td><strong>(c)</strong> IRC section if applicable</td>
<td><strong>(d)</strong> Amount of cash grant</td>
<td><strong>(e)</strong> Amount of non-cash assistance</td>
<td><strong>(f)</strong> Method of valuation (book, FMV, appraisal, other)</td>
<td><strong>(g)</strong> Description of non-cash assistance</td>
<td><strong>(h)</strong> Purpose of grant or assistance</td>
</tr>
<tr>
<td>------------------------------------------------------</td>
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</tr>
<tr>
<td>CITY OF SAINT PAUL</td>
<td>41-6005521</td>
<td>CITY OF SAINT PAUL</td>
<td>50,000.</td>
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<tr>
<td>SACRED HEART COMMUNITY SERVICE</td>
<td>23-7197987</td>
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<td>65,000.</td>
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<td>CORE SUPPORT</td>
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<tr>
<td>NATIONAL COUNCIL FOR INCARCERATED AND FORMERLY INCARCERATED WOMEN - 100R WARREN STREET - BOSTON, MA</td>
<td>81-3980673</td>
<td>501(C)(3)</td>
<td>138,000.</td>
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<tr>
<td>KANSAS ACTION FOR CHILDREN, INC.</td>
<td>48-0879502</td>
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<td>50,000.</td>
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<td>CORE SUPPORT</td>
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<tr>
<td>PARTNERSHIP FOR THE PUBLIC GOOD</td>
<td>27-1651050</td>
<td>501(C)(3)</td>
<td>16,667.</td>
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<td>COMMUNITY PARTNERS</td>
<td>95-4302067</td>
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<td>ACCE INSTITUTE</td>
<td>27-1487442</td>
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<tr>
<td>CITY OF DALLAS</td>
<td>75-6000508</td>
<td>CITY OF DALLAS</td>
<td>50,000.</td>
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<td>CORE SUPPORT</td>
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<tr>
<td>SIERRA HEALTH FOUNDATION CENTER FOR HEALTH PROGRAM MANAGEMENT - 1321 GARDEN HIGHWAY, SUITE 210 - SACRAMENTO, CA</td>
<td>45-5282243</td>
<td>501(C)(3)</td>
<td>50,000.</td>
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<td>CORE SUPPORT</td>
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</tr>
<tr>
<td>Name and address of organization or government</td>
<td>EIN</td>
<td>IRC section if applicable</td>
<td>Amount of cash grant</td>
<td>Amount of non-cash assistance</td>
<td>Method of valuation (book, FMV, appraisal, other)</td>
<td>Description of non-cash assistance</td>
<td>Purpose of grant or assistance</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
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<tr>
<td>CITY OF PROVIDENCE</td>
<td>05-6000329</td>
<td>POLICYLINK</td>
<td>50,000.</td>
<td>0.</td>
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<tr>
<td>NEO PHILANTHROPY, INC.</td>
<td>13-3191113</td>
<td>501(C)(3)</td>
<td>22,000.</td>
<td>0.</td>
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<td>COMMUNITY ACTION BOARD OF SANTA CRUZ COUNTY, INC.</td>
<td>94-2523780</td>
<td>501(C)(3)</td>
<td>65,000.</td>
<td>0.</td>
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<td>PEOPLE UNITED FOR SUSTAINABLE HOUSING, INC. - 429 PLYMOUTH AVENUE, SUITE 1 - BUFFALO, NY</td>
<td>20-3558447</td>
<td>501(C)(3)</td>
<td>16,666.</td>
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<tr>
<td>CONBECT, INC.</td>
<td>46-1542603</td>
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<td>16,667.</td>
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<tr>
<td>CALIFORNIA STATE COUNCIL OF SERVICE EMPLOYEES - 1130 K STREET, SUITE 300 - SACRAMENTO, CA 95814</td>
<td>95-6062521</td>
<td>501(C)(5)</td>
<td>5,000.</td>
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<tr>
<td>SHELBY COUNTY GOVERNMENT</td>
<td>94-3297479</td>
<td>CITY OF PROVIDENCE</td>
<td>50,000.</td>
<td>0.</td>
<td>CORE SUPPORT</td>
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<tr>
<td>ALLEGHENY COUNTY</td>
<td>13-3191113</td>
<td>501(C)(3)</td>
<td>50,000.</td>
<td>0.</td>
<td>CORE SUPPORT</td>
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<td></td>
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<tr>
<td>HOUSE OF TULIP</td>
<td>85-1376745</td>
<td>501(C)(3)</td>
<td>12,500.</td>
<td>0.</td>
<td>CORE SUPPORT</td>
<td></td>
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</tr>
<tr>
<td>Name and address of organization or government</td>
<td>EIN</td>
<td>IRC section if applicable</td>
<td>Amount of cash grant</td>
<td>Amount of non-cash assistance</td>
<td>Method of valuation (book, FMV, appraisal, other)</td>
<td>Description of non-cash assistance</td>
<td>Purpose of grant or assistance</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
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<tr>
<td>CITY OF SACRAMENTO 915 I STREET</td>
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<td>CORE SUPPORT</td>
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<td>SACRAMENTO, CA 95814</td>
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<td>50,000.</td>
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<td>CALIFORNIA PARTNERSHIP TO END DOMESTIC VIOLENCE - 1107 9TH STREET, SUITE 910 - SACRAMENTO, CA 95814</td>
<td>77-0347420</td>
<td>501(C)(3)</td>
<td>25,000.</td>
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<td>BLACK YOUTH PROJECT 100 NFP 239 EAST 51ST STREET</td>
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<td>CHICAGO, IL 60615-3405</td>
<td>47-4435527</td>
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<td>CITY OF CHICAGO 121 NORTH LASALLE STREET</td>
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<td>CHICAGO, IL 60602</td>
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<td>YES ON 15</td>
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<tr>
<td>C/O KAUFMAN LEGAL GROUP LOS ANGELES, CA 90017-5864</td>
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<td>THE CHICAGO COMMUNITY TRUST 225 NORTH MICHIGAN AVENUE, SUITE 22 CHICAGO, IL 60601</td>
<td>36-2167000</td>
<td>501(C)(3)</td>
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<td>MISSION ECONOMIC DEVELOPMENT AGENCY - 2301 MISSION STREET, SUITE 301 - SAN FRANCISCO, CA 94110</td>
<td>51-0187791</td>
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<td>UNIVERSITY OF CALIFORNIA AT BERKELEY - 2195 HEARST AVENUE, ROOM 130 - BERKELEY, CA 94720-1108</td>
<td>94-6002123</td>
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<td>10,000.</td>
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<td>COMMUNITY COLLEGE LEAGUE OF CALIFORNIA - 2017 0 STREET - SACRAMENTO, CA 95811</td>
<td>68-0224448</td>
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<td>500.</td>
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<tr>
<td>(a) Name and address of organization or government</td>
<td>(b) EIN</td>
<td>(c) IRC section if applicable</td>
<td>(d) Amount of cash grant</td>
<td>(e) Amount of non-cash assistance</td>
<td>(f) Method of valuation (book, FMV, appraisal, other)</td>
<td>(g) Description of non-cash assistance</td>
<td>(h) Purpose of grant or assistance</td>
</tr>
<tr>
<td>-------------------------------------------------</td>
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<tr>
<td>COMMUNITY WATER CENTER 900 WEST OAK AVENUE VISALIA, CA 93291</td>
<td>80-0267674</td>
<td>501(C)(3)</td>
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<td>OAKLAND PROMISE 300 FRANK H. OGAWA PLAZA, SUITE 430 OAKLAND, CA 94612</td>
<td>54-2103707</td>
<td>501(C)(3)</td>
<td>10,000.</td>
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<td>PURPOSE FOCUSED ALTERNATIVE LEARNING - 11532 FIRESIDE DRIVE - WHITTIER, CA 90604-4024</td>
<td>26-1631692</td>
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<td>PUBLIC ALLIES, INC. 735 NORTH WATER STREET, SUITE 550 MILWAUKEE, WI 53202</td>
<td>52-1759564</td>
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<td>37,500.</td>
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<td>TIDES FOUNDATION POST OFFICE BOX 29903 SAN FRANCISCO, CA 94129-0903</td>
<td>51-0198509</td>
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<td>VERDE 7001 NORTHEAST COLUMBIA BOULEVARD PORTLAND, OR 97218</td>
<td>20-3685723</td>
<td>501(C)(3)</td>
<td>5,000.</td>
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</table>
### Part III
Grants and Other Assistance to Domestic Individuals.

Complete if the organization answered "Yes" on Form 990, Part IV, line 22.

Part III can be duplicated if additional space is needed.

<table>
<thead>
<tr>
<th>(a) Type of grant or assistance</th>
<th>(b) Number of recipients</th>
<th>(c) Amount of cash grant</th>
<th>(d) Amount of non-cash assistance</th>
<th>(e) Method of valuation (book, FMV, appraisal, other)</th>
<th>(f) Description of noncash assistance</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>

### Part IV
Supplemental Information.

Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

PART I, LINE 2:

PLEASE REPLACE THIS ENTIRE SECTION WITH THE FOLLOWING: POLICYLINK CONDUCTS

EXTENSIVE DUE DILIGENCE ON GRANTEE ORGANIZATIONS INCLUDING A REVIEW OF

FINANCIAL INFORMATION FROM EXTERNAL AUDITS AND/OR FORM 990 WHERE AVAILABLE

AND PROGRAMMATIC ACCOMPLISHMENTS. DEPENDING ON THE NATURE AND/OR SIZE OF

THE GRANT, POLICYLINK MAY REQUIRE INTERIM AND FINAL FINANCIAL AND NARRATIVE

REPORTING. WHEREVER POSSIBLE, POLICYLINK ENCOURAGES ITS GRANTEES TO PROVIDE

THIS INFORMATION IN THE FORM OF PODCASTS, VIDEOS, OR OTHER ARTISTIC

EXPRESSION THAT BOTH FULFILLS THE REPORTING REQUIREMENT AND PROVIDES
SOMETHING OF VALUE TO THE GRANTEE ORGANIZATION.
### Part I  Questions Regarding Compensation

**1a** Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- [ ] First-class or charter travel
- [x] Travel for companions
- [ ] Tax indemnification and gross-up payments
- [x] Discretionary spending account

- [ ] Housing allowance or residence for personal use
- [x] Payments for business use of personal residence
- [ ] Health or social club dues or initiation fees
- [ ] Personal services (such as maid, chauffeur, chef)

**b** If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain

- [x] Yes
- [ ] No

**2** Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?

- [x] Yes
- [ ] No

**3** Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- [ ] Compensation committee
- [ ] Independent compensation consultant
- [x] Form 990 of other organizations
- [ ] Written employment contract
- [ ] Compensation survey or study
- [ ] Approval by the board or compensation committee

**4** During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

**a** Receive a severance payment or change-of-control payment?

- [ ] Yes
- [x] No

**b** Participate in or receive payment from a supplemental nonqualified retirement plan?

- [ ] Yes
- [x] No

**c** Participate in or receive payment from an equity-based compensation arrangement?

- [ ] Yes
- [x] No

If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

**5** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

- [x] The organization?
- [ ] Any related organization?

If "Yes" on line 5a or 5b, describe in Part III.

**6** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

- [x] The organization?
- [ ] Any related organization?

If "Yes" on line 6a or 6b, describe in Part III.

**7** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III.

- [x] Yes
- [ ] No

**8** Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III.

- [x] Yes
- [ ] No

**9** If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

- [ ] Yes
- [x] No
### Part II

Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

**Note:** The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

<table>
<thead>
<tr>
<th>(A) Name and Title</th>
<th>(B) Breakdown of W2 and/or 1099-MISC compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) MICHAEL A. MCAFEE</td>
<td>(i) 265,000. (ii) 196,455. (iii) 0. (i) 16,700. (ii) 23,909. (iii) 502,064. (iv) 0.</td>
</tr>
<tr>
<td>PRESIDENT &amp; CEO</td>
<td>(i) 0. (ii) 0. (iii) 0. (i) 0. (ii) 0. (iii) 0.</td>
</tr>
<tr>
<td>(2) ANGELA GLOVER BLACKWELL</td>
<td>(i) 250,000. (ii) 20,121. (iii) 0. (i) 16,211. (ii) 10,849. (iii) 342,271. (iv) 0.</td>
</tr>
<tr>
<td>PIONEER IN RESIDENCE</td>
<td>(i) 0. (ii) 0. (iii) 0. (i) 0. (ii) 0. (iii) 0.</td>
</tr>
<tr>
<td>(3) JOSHUA F. KIRCHENBAUM</td>
<td>(i) 221,167. (ii) 94,044. (iii) 0. (i) 0. (ii) 0. (iii) 0.</td>
</tr>
<tr>
<td>CHIEF OPERATING OFFICER</td>
<td>(i) 0. (ii) 0. (iii) 0. (i) 0. (ii) 0. (iii) 0.</td>
</tr>
<tr>
<td>(4) MICHAEL J. HASSID</td>
<td>(i) 178,419. (ii) 57,264. (iii) 15. (i) 14,196. (ii) 274,350. (iii) 0.</td>
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<tr>
<td>CHIEF FINANCIAL OFFICER</td>
<td>(i) 10,703. (ii) 0. (iii) 0. (i) 0. (ii) 0. (iii) 0.</td>
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<tr>
<td>(5) KALIMA K. ROSE</td>
<td>(i) 195,259. (ii) 12,201. (iii) 0. (i) 12,447. (ii) 28,162. (iii) 248,069. (iv) 0.</td>
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<tr>
<td>SENIOR FELLOW</td>
<td>(i) 0. (ii) 0. (iii) 0. (i) 0. (ii) 0. (iii) 0.</td>
</tr>
<tr>
<td>(6) AMANDA M. NAVARRO</td>
<td>(i) 173,261. (ii) 19,618. (iii) 0. (i) 11,573. (ii) 18,416. (iii) 222,868. (iv) 0.</td>
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<td>CHIEF IMPACT OFFICER</td>
<td>(i) 0. (ii) 0. (iii) 0. (i) 0. (ii) 0. (iii) 0.</td>
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<tr>
<td>(7) JENNIFER E. THOMPSON</td>
<td>(i) 146,130. (ii) 34,996. (iii) 15. (i) 10,460. (ii) 30,230. (iii) 221,816. (iv) 0.</td>
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<tr>
<td>DIRECTOR OF HR AND ADMINISTRATION</td>
<td>(i) 0. (ii) 0. (iii) 0. (i) 0. (ii) 0. (iii) 0.</td>
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<tr>
<td>(8) SARAH C. TREUHAFT</td>
<td>(i) 170,569. (ii) 19,536. (iii) 15. (i) 11,406. (ii) 11,640. (iii) 213,166. (iv) 0.</td>
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<tr>
<td>VICE PRESIDENT OF RESEARCH</td>
<td>(i) 0. (ii) 0. (iii) 0. (i) 0. (ii) 0. (iii) 0.</td>
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<tr>
<td>(9) ANAND SUBRAMANIAN</td>
<td>(i) 149,235. (ii) 23,036. (iii) 15. (i) 10,336. (ii) 24,264. (iii) 206,886. (iv) 0.</td>
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<tr>
<td>MANAGING DIRECTOR</td>
<td>(i) 0. (ii) 0. (iii) 0. (i) 0. (ii) 0. (iii) 0.</td>
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<tr>
<td>(10) MARC A. PHILPART, II</td>
<td>(i) 151,868. (ii) 16,962. (iii) 15. (i) 10,130. (ii) 25,942. (iii) 204,902. (iv) 0.</td>
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<td>MANAGING DIRECTOR</td>
<td>(i) 0. (ii) 0. (iii) 0. (i) 0. (ii) 0. (iii) 0.</td>
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<tr>
<td>(11) EUGENE Y. C. CHAN</td>
<td>(i) 144,026. (ii) 20,743. (iii) 15. (i) 9,886. (ii) 29,807. (iii) 204,477. (iv) 0.</td>
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<td>CHIEF INFORMATION OFFICER</td>
<td>(i) 0. (ii) 0. (iii) 0. (i) 0. (ii) 0. (iii) 0.</td>
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<td>(12) GLENDRA JOHNSON</td>
<td>(i) 131,843. (ii) 13,755. (iii) 15,978. (i) 8,736. (ii) 24,012. (iii) 194,324. (iv) 0.</td>
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<tr>
<td>DIRECTOR, DIGITAL COMM.</td>
<td>(i) 0. (ii) 0. (iii) 0. (i) 0. (ii) 0. (iii) 0.</td>
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<tr>
<td>(13) CHIONE L. FLEGAL</td>
<td>(i) 134,206. (ii) 16,507. (iii) 0. (i) 9,043. (ii) 29,865. (iii) 189,621. (iv) 0.</td>
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<tr>
<td>MANAGING DIRECTOR</td>
<td>(i) 0. (ii) 0. (iii) 0. (i) 0. (ii) 0. (iii) 0.</td>
</tr>
<tr>
<td>(14) MONTANA K. RANE</td>
<td>(i) 131,647. (ii) 16,073. (iii) 0. (i) 8,863. (ii) 30,077. (iii) 186,660. (iv) 0.</td>
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<td>SENIOR SYSTEMS ADMINISTRATOR</td>
<td>(i) 0. (ii) 0. (iii) 0. (i) 0. (ii) 0. (iii) 0.</td>
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<tr>
<td>(15) TRACIEY L. ROSS</td>
<td>(i) 135,481. (ii) 13,432. (iii) 0. (i) 8,935. (ii) 6,446. (iii) 164,309. (iv) 0.</td>
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<tr>
<td>DIRECTOR</td>
<td>(i) 0. (ii) 0. (iii) 0. (i) 0. (ii) 0. (iii) 0.</td>
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<tr>
<td>(16) MARYAM WAKLI</td>
<td>(i) 130,000. (ii) 11,239. (iii) 0. (i) 5,758. (ii) 15,896. (iii) 162,908. (iv) 0.</td>
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<tr>
<td>RESOURCE DEVELOPMENT MANAGER</td>
<td>(i) 0. (ii) 0. (iii) 0. (i) 0. (ii) 0. (iii) 0.</td>
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</tbody>
</table>

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Note: The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

Schedule J (Form 990) 2020

POLICYLINK

94-3297479

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032112 12-07-20

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Part II  Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren’t listed on Form 990, Part VII.

Note: The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

<table>
<thead>
<tr>
<th>(A) Name and Title</th>
<th>(B) Breakdown of W-2 and/or 1099-MISC compensation</th>
<th>(C) Retirement and other deferred compensation</th>
<th>(D) Nontaxable benefits</th>
<th>(E) Total of columns (B)(i)-(D)</th>
<th>(F) Compensation in column (B) reported as deferred on prior Form 990</th>
</tr>
</thead>
<tbody>
<tr>
<td>(17) SYBIL G. GRANT SENIOR ASSOCIATE</td>
<td>(i) 121,115.</td>
<td>(ii) 18,667.</td>
<td>(iii) 6,383.</td>
<td>(i) 8,288.</td>
<td>(ii) 6,848.</td>
</tr>
</tbody>
</table>
PART I, LINE 1A:

THE FOUNDER IN RESIDENCE LEASES AN APARTMENT IN NEW YORK WHERE POLICYLINK’S SECOND LARGEST OFFICE IS LOCATED. TO MANAGE LODGING COSTS FOR ORGANIZATIONAL RELATED TRAVEL, POLICYLINK REIMBURSES THE FOUNDER IN RESIDENCE FOR A PORTION OF THE COSTS RELATED TO THE NEW YORK LEASE BASED ON AN ACCOUNTABLE PLAN. POLICYLINK MAINTAINS A CURRENT COPY OF THE LEASE. THIS ARRANGEMENT HAS RESULTED IN SAVINGS TO THE ORGANIZATION AND AMOUNTS PAID IN EXCESS OF DOCUMENTED BUSINESS USE ARE INCLUDABLE IN HER TAXABLE INCOME.

PART I, LINE 3:

THE SALARY FOR THE CEO WAS APPROVED BY THE BOARD OF DIRECTORS, AFTER A REVIEW OF COMPENSATION DATA FOR THE SAME POSITION IN SIMILAR ORGANIZATIONS, COMPILED FROM NONPROFIT INDUSTRY SURVEYS, AS WELL AS INFORMATION FROM SPECIFIC ORGANIZATIONS OF SIMILAR IMPACT.

SALARIES FOR THE COO AND CFO WERE SET BY THE CEO.

PART I, LINE 7:

POLICYLINK’S BOARD OF DIRECTORS DETERMINED A BONUS PAID TO THE PRESIDENT.
AND CHIEF EXECUTIVE OFFICER, IN CONSULTATION WITH THE CHIEF FINANCIAL
OFFICER TO ENSURE HIS TOTAL COMPENSATION IS IN LINE WITH ORGANIZATIONS OF
COMPARABLE SIZE.

THE PRESIDENT AND CHIEF EXECUTIVE OFFICER, IN CONSULTATION WITH THE CHIEF
FINANCIAL OFFICER AND CHIEF OPERATING OFFICER DETERMINED BONUSES FOR OTHER
STAFF TO ENSURE THEIR TOTAL COMPENSATION IS IN LINE WITH ORGANIZATIONS OF
COMPARABLE SIZE.
**Noncash Contributions**

**Part I: Types of Property**

<table>
<thead>
<tr>
<th>(a) Check if applicable</th>
<th>(b) Number of contributions or items contributed</th>
<th>(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g</th>
<th>(d) Method of determining noncash contribution amounts</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  Art - Works of art</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2  Art - Historical treasures</td>
<td></td>
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</tr>
<tr>
<td>3  Art - Fractional interests</td>
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<td></td>
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</tr>
<tr>
<td>4  Books and publications</td>
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<td></td>
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<tr>
<td>5  Clothing and household goods</td>
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<tr>
<td>6  Cars and other vehicles</td>
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<tr>
<td>7  Boats and planes</td>
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</tr>
<tr>
<td>8  Intellectual property</td>
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</tr>
<tr>
<td>9  Securities - Publicly traded</td>
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</tr>
<tr>
<td>10 Securities - Closely held stock</td>
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</tr>
<tr>
<td>11 Securities - Partnership, LLC, or trust interests</td>
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</tr>
<tr>
<td>12 Securities - Miscellaneous</td>
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<tr>
<td>13 Qualified conservation contribution - Historic structures</td>
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<tr>
<td>14 Qualified conservation contribution - Other</td>
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<tr>
<td>15 Real estate - Residential</td>
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<tr>
<td>16 Real estate - Commercial</td>
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<tr>
<td>17 Real estate - Other</td>
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<tr>
<td>18 Collectibles</td>
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<td>19 Food inventory</td>
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<tr>
<td>20 Drugs and medical supplies</td>
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<tr>
<td>21 Taxidermy</td>
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<tr>
<td>22 Historical artifacts</td>
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<td>23 Scientific specimens</td>
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<tr>
<td>24 Archeological artifacts</td>
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<tr>
<td>25 Other (COMPUTER SOFT)</td>
<td>X</td>
<td>1</td>
<td>601,124, FMV</td>
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<td>26 Other</td>
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<td>27 Other</td>
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<tr>
<td>28 Other</td>
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<tr>
<td>29 Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part V, Donee Acknowledgement</td>
<td></td>
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<td>29</td>
</tr>
<tr>
<td>30a During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 28, that it must hold for at least three years from the date of the initial contribution, and which isn’t required to be used for exempt purposes for the entire holding period?</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
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<tr>
<td>31b If &quot;Yes,&quot; describe the arrangement in Part II.</td>
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<tr>
<td>31 Does the organization have a gift acceptance policy that requires the review of any nonstandard contributions?</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions?</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>32b If &quot;Yes,&quot; describe in Part II.</td>
<td></td>
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</tr>
<tr>
<td>33 If the organization didn't report an amount in column (c) for a type of property for which column (a) is checked, describe in Part II.</td>
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</tbody>
</table>
Part II  Supplemental Information. Provide the information required by Part I, lines 30b, 32b, and 33, and whether the organization is reporting in Part I, column (b), the number of contributions, the number of items received, or a combination of both. Also complete this part for any additional information.

SCHEDULE M, PART I, COLUMN (B):

THE NUMBER REPRESENTS THE NUMBER OF CONTRIBUTIONS MADE NOT THE NUMBER OF ITEMS CONTRIBUTED.
FORM 990, PART I, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

ADVANCING RACIAL AND ECONOMIC EQUITY BY LIFTING UP WHAT WORKS.

FORM 990, PART III, LINE 4A, PROGRAM SERVICE ACCOMPLISHMENTS:

PARTNERSHIP; CRADLE-TO-CAREER ADVOCACY; BUILDING AND SUSTAINING HEALTHY COMMUNITIES; HEALTHY FOOD PROCUREMENT; HEALTH EQUITY FELLOWSHIP FOR SYSTEMS CHANGE LEADERS; COMMUNITY DEVELOPMENT INVESTMENT INITIATIVE; AND ARTS, CULTURE, AND EQUITABLE DEVELOPMENT INITIATIVE.

FORM 990, PART III, LINE 4D, OTHER PROGRAM SERVICES:

OTHER PROGRAMS - CENTRAL TO ITS MISSION, POLICYLINK SEEKS TO EXPAND THE THINKING, REACH, AND POWER OF LOCAL PARTNERS BY CREATING MORE FERTILE GROUND FOR ACTION THROUGH FRAMING NATIONAL DEBATES AND POLICY ADVOCACY.

THIS PORTFOLIO IS DEDICATED TO SUPPORTING AND GROWING THE EQUITY MOVEMENT AND BUILDING NEW ALLIANCES AND PARTNERSHIPS ACROSS THE POLICYLINK PROGRAM AREAS THAT EMPOWER ADVOCATES TO WIN ON EQUITY.

POLICYLINK’S FLAGSHIP INITIATIVE IS THE EQUITY SUMMIT, WHICH IS HELD APPROXIMATELY EVERY THREE YEARS AND ASSEMBLES OVER 4,000 LEADERS TO DESIGN AND CHART THE COURSE OF THE EQUITY MOVEMENT. ADDITIONAL PROJECTS INCLUDE THE FOLLOWING: THE OFFICE OF THE FOUNDER IN RESIDENCE, RACE EQUITY AND INCLUSION CONSULTANCIES, AND STRATEGIC COMMUNICATIONS INITIATIVES.

EXPENSES $ 3,105,945. INCLUDING GRANTS OF $ 345,495. REVENUE $ 311,192.
FORM 990, PART VI, SECTION A, LINE 4:

THE ORGANIZATIONS BYLAWS WERE RESTATED TO DELEGATE GRANTMAKING AUTHORITY UNDER CERTAIN LIMITS TO A GRANTMAKING COMMITTEE CONSISTING OF THE CHIEF EXECUTIVE OFFICER, CHIEF OPERATING OFFICER, AND CHIEF FINANCIAL OFFICER.

FORM 990, PART VI, SECTION B, LINE 11B:

FORM 990 IS PREPARED BY AN INDEPENDENT CPA FIRM IN CONJUNCTION WITH THE ORGANIZATION'S CONTROLLER AND CFO. A DRAFT OF FORM 990 IS THEN REVIEWED BY THE CONTROLLER AND CFO AND ANY CORRECTONS/MODIFICATIONS ARE THEN MADE BY THE OUTSIDE CPA. THE REVISED DRAFT IS THEN REVIEWED BY THE CFO AND CHIEF OPERATING OFFICER. ANY CONCERNS THAT THE CFO HAS ARE RAISED WITH THE CPA FIRM, AND WHEN NECESSARY, THE CHIEF OPERATING OFFICER. WHEN A CONSENSUS IS ACHIEVED, A FULL COPY OF THE FORM 990 IS DISTRIBUTED TO ALL MEMBERS OF THE GOVERNING BOARD BEFORE FINALIZATION AND ELECTRONICALLY FILED WITH THE TAXING AUTHORITIES.

FORM 990, PART VI, SECTION B, LINE 12C:

BOARD MEMBERS RENEW THEIR CONFLICT OF INTEREST STATEMENT ANNUALLY. IN THE STATEMENT THEY PLEDGE TO ALERT THE ORGANIZATION OF ANY CONFLICTS AS THEY ARISE, NOT JUST ON AN ANNUAL BASIS.

CONFLICTS OF INTEREST ARE APPROVED BY THE BOARD OF DIRECTORS IN WHICH DETERMINATIONS ARE MADE BY THE BOARD IN GOOD FAITH, WITH KNOWLEDGE OF THE MATERIAL FACTS CONCERNING THE TRANSACTION AND THE DIRECTOR’S INTEREST IN THE TRANSACTION, AND BY VOTE OF A MAJORITY OF THE DIRECTORS IN OFFICE NOT COUNTING THE VOTE OF THE INTERESTED DIRECTOR.
FORM 990, PART VI, SECTION B, LINE 15A:

THE SALARY FOR THE CEO WAS APPROVED BY THE BOARD OF DIRECTORS, AFTER A REVIEW OF COMPENSATION DATA FOR THE SAME POSITION IN SIMILAR ORGANIZATIONS, COMPiled FROM NONPROFIT INDUSTRY SURVEYS, AS WELL AS INFORMATION FROM SPECIFIC ORGANIZATIONS OF SIMILAR IMPACT. THE SALARIES FOR THE COO AND CFO WERE SET BY THE CEO. ALL DELIBERATIONS AND DECISIONS REGARDING COMPENSATION ARE DONE BY INDEPENDENT PERSON REVIEW AND APPROVAL, AND ARE CONTEMPORANEOUSLY DOCUMENTED IN THE BOARD MEETING MINUTES.

FORM 990, PART VI, SECTION C, LINE 19:

POLICYLINK MAKES ITS FINANCIAL STATEMENTS AVAILABLE TO THE PUBLIC ON ITS WEBSITE AT HTTPS://WWW.POLICYLINK.ORG/ABOUT-US/FINANCIALS-990. THE ORGANIZING DOCUMENTS AND CONFLICTS OF INTEREST/ETHICS POLICY AVAILABLE TO THE PUBLIC UPON REQUEST.

FORM 990, PART IX, LINE 11G, OTHER FEES:

OTHER PROJECT CONSULTANT FEES:


MANAGEMENT AND GENERAL EXPENSES 179,806.

FUNDRAISING EXPENSES 28,811.

TOTAL EXPENSES 3,629,827.

TOTAL OTHER FEES ON FORM 990, PART IX, LINE 11G, COL A 3,629,827.

FORM 990, PART XII, LINE 2C

THE PROCESS HAS NOT CHANGED FROM PRIOR YEAR.
### Part I: Identification of Disregarded Entities

Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

<table>
<thead>
<tr>
<th>(a) Name, address, and EIN (if applicable)</th>
<th>(b) Primary activity</th>
<th>(c) Legal domicile (state or foreign country)</th>
<th>(d) Total income</th>
<th>(e) End-of-year assets</th>
<th>(f) Direct controlling entity</th>
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### Part II: Identification of Related Tax-Exempt Organizations

Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related tax-exempt organizations during the tax year.

<table>
<thead>
<tr>
<th>(a) Name, address, and EIN of related organization</th>
<th>(b) Primary activity</th>
<th>(c) Legal domicile (state or foreign country)</th>
<th>(d) Exempt Code section</th>
<th>(e) Public charity status (if section 501(c)(3))</th>
<th>(f) Direct controlling entity</th>
<th>(g) Section 512(b)(13) controlled entity?</th>
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<tbody>
<tr>
<td>POLICYLINK EQUITY ACTION NETWORK -</td>
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<td>Yes</td>
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<tr>
<td>47-3469925, 1714 FRANKLIN STREET, #100-283,</td>
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<td>X</td>
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<tr>
<td>OAKLAND, CA 94613-3409</td>
<td>ADVOCACY</td>
<td>CALIFORNIA</td>
<td>501(C)(4)</td>
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<td>POLICYLINK</td>
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<td>501(C)(4)</td>
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<td>501(C)(4)</td>
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For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule R (Form 990) 2020
### Part III
**Identification of Related Organizations Taxable as a Partnership.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

<table>
<thead>
<tr>
<th>(a) Name, address, and EIN of related organization</th>
<th>(b) Primary activity</th>
<th>(c) Legal domicile (state or foreign country)</th>
<th>(d) Direct controlling entity</th>
<th>(e) Predominant income (related, unrelated, excluded from tax under sections 512-514)</th>
<th>(f) Share of total income</th>
<th>(g) Share of end-of-year assets</th>
<th>(h) Disproportionate allocations?</th>
<th>(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)</th>
<th>(j) General or managing partner?</th>
<th>(k) Percentage ownership</th>
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</table>

### Part IV
**Identification of Related Organizations Taxable as a Corporation or Trust.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

<table>
<thead>
<tr>
<th>(a) Name, address, and EIN of related organization</th>
<th>(b) Primary activity</th>
<th>(c) Legal domicile (state or foreign country)</th>
<th>(d) Direct controlling entity</th>
<th>(e) Type of entity (C corp, S corp, or trust)</th>
<th>(f) Share of total income</th>
<th>(g) Share of end-of-year assets</th>
<th>(h) Percentage ownership</th>
<th>(i) Section 512(b)(13) controlled entity?</th>
<th>(j) Yes</th>
<th>(k) No</th>
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Schedule R (Form 990) 2020  POLICYLINK

POLICYLINK 94-3297479

53
**Part V  Transactions With Related Organizations.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

**Note:** Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

1. During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?
   - Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity
   - Gift, grant, or capital contribution to related organization(s)
   - Gift, grant, or capital contribution from related organization(s)
   - Loans or loan guarantees to or for related organization(s)
   - Loans or loan guarantees by related organization(s)
   - Dividends from related organization(s)
   - Sale of assets to related organization(s)
   - Purchase of assets from related organization(s)
   - Exchange of assets with related organization(s)
   - Lease of facilities, equipment, or other assets to related organization(s)
   - Lease of facilities, equipment, or other assets from related organization(s)
   - Performance of services or membership or fundraising solicitations for related organization(s)
   - Performance of services or membership or fundraising solicitations by related organization(s)
   - Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)
   - Sharing of paid employees with related organization(s)
   - Reimbursement paid to related organization(s) for expenses
   - Reimbursement paid by related organization(s) for expenses
   - Other transfer of cash or property to related organization(s)
   - Other transfer of cash or property from related organization(s)

2. If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

<table>
<thead>
<tr>
<th>(a) Name of related organization</th>
<th>(b) Transaction type (a-s)</th>
<th>(c) Amount involved</th>
<th>(d) Method of determining amount involved</th>
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</table>
Part VI  Unrelated Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

<table>
<thead>
<tr>
<th>(a) Name, address, and EIN of entity</th>
<th>(b) Primary activity</th>
<th>(c) Legal domicile (state or foreign country)</th>
<th>(d) Predominant income (related, unrelated, excluded from tax under sections 512-514)</th>
<th>(e) Are all partners sec. 501(c)(3) orgs.?</th>
<th>(f) Share of total income</th>
<th>(g) Share of end-of-year assets</th>
<th>(h) Disproportionate allocations?</th>
<th>(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)</th>
<th>(j) General or managing partner?</th>
<th>(k) Percentage ownership</th>
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Part VII Supplemental Information

Provide additional information for responses to questions on Schedule R. See instructions.