** 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)

OMB No. 1545-0047

Department of the Treasury Internal Revenue Service

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

| AF | or tn | e 2021 calendar year, or tax year beginning 00L 1, 2021 and | ں enaing | UN 30, 2022 | | | | | |
|--------------------------------|-------------------------------|---|-------------------------|------------------------------|--------------------------------|--|--|--|--|
| B c | heck if pplicab | C Name of organization | | D Employer identifi | cation number | | | | |
| | Addre | | | | | | | | |
| | Name | e Doing business as | | 32-03842 | 85 | | | | |
| | □Initial □return □Final | 1/01 K CUBEEU NM | Room/suite 350 | E Telephone numbe | | | | | |
| | ⊒return termir ated | | G Gross receipts \$ | 6,980,798. | | | | | |
| г | ∏Amen | ded warnichon de 20005 | H(a) Is this a group re | | | | | | |
| \vdash | return □Applio | , | | for subordinates | | | | | |
| | tion pendi | SAME AS C ABOVE | | H(b) Are all subordinates in | ····· — — | | | | |
| | - OV OV | empt status: X 501(c)(3) 501(c) () | or 527 | 1 ' ' | list. See instructions | | | | |
| | | te: > ISSUEONE.ORG | 01 321 | H(c) Group exemption | | | | | |
| | | organization: X Corporation Trust Association Other | I Vaar | | M State of legal domicile: DC | | | | |
| Pa | art I | Summary | L 16a1 | or formation. ZOIZ | VI State of legal domicile, DC | | | | |
| | 1 | Briefly describe the organization's mission or most significant activities: SEE \$ | SCHEDU | T.E. O | | | | | |
| ce | ' | briefly describe the organization a mission of most significant activities. | 3011220 | | | | | | |
| Activities & Governance | 2 | Check this box if the organization discontinued its operations or dispos | ed of more | than 25% of its net as: | sets | | | | |
| Ver | 3 | | | 3 | 20 | | | | |
| င္ပ | 4 | Number of independent voting members of the governing body (Part VI, line 1b) | | | 20 | | | | |
| ళ | 5 | Total number of individuals employed in calendar year 2021 (Part V, line 2a) | | | 27 | | | | |
| ij | 6 | Total number of volunteers (estimate if necessary) | | | 0 | | | | |
| 냟 | | Total unrelated business revenue from Part VIII, column (C), line 12 | | | 0. | | | | |
| Ă | | Net unrelated business taxable income from Form 990-T, Part I, line 11 | | | 0. | | | | |
| | | | | Prior Year | Current Year | | | | |
| • | 8 | Contributions and grants (Part VIII, line 1h) | | 19,462,105. | 6,925,851. | | | | |
| ng. | 9 | Program service revenue (Part VIII, line 2g) | | 0. | 9,241. | | | | |
| Revenue | 10 | Investment income (Part VIII, column (A), lines 3, 4, and 7d) | | -25,642. | 334. | | | | |
| œ | 11 | Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) | | 500. | 45,372. | | | | |
| | 12 | Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) | | 19,436,963. | 6,980,798. | | | | |
| | 13 | Grants and similar amounts paid (Part IX, column (A), lines 1-3) | | 0. | 90,000. | | | | |
| | 14 | Benefits paid to or for members (Part IX, column (A), line 4) | | 0. | 0. | | | | |
| S | 15 | Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) | | 2,575,711. | 2,191,369. | | | | |
| nse | 16a | Professional fundraising fees (Part IX, column (A), line 11e) | | 0. | 0. | | | | |
| Expenses | b | Total fundraising expenses (Part IX, column (D), line 25) 621,62 | 24. | | | | | | |
| Ш | ۱ '' | Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) | | 13,747,666. | | | | | |
| | 18 | Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) | | 16,323,377. | 6,280,243. | | | | |
| | | Revenue less expenses. Subtract line 18 from line 12 | | 3,113,586. | 700,555. | | | | |
| S OF | | | Ве | ginning of Current Year | End of Year | | | | |
| Net Assets or Fund Balances | 20 | Total assets (Part X, line 16) | | 5,399,422. | 6,409,189. | | | | |
| et A | 21 | Total liabilities (Part X, line 26) | | 227,576. | 536,788. | | | | |
| 2 <u>-</u> | 22 1rt | Net assets or fund balances. Subtract line 21 from line 20 | | 5,171,846. | 5,872,401. | | | | |
| | | alties of perjury, I declare that I have examined this return, including accompanying schedules | and statem | and to the heat of m | / knowledge and balief it is | | | | |
| | | thes of perjury, it declare that i have examined this return, including accompanying scriedules at, and complete. Declaration of preparer (other than officer) is based on all information of wh | | | y knowledge and belief, it is | | | | |
| iuc, | COLLE | | iicii pi epai ei | lias ally kilowieuge. | | | | | |
| Sigi | • | Signature of officer | | I Date | | | | | |
| Her | | , , | ICER | | | | | | |
| IICI | • | Type or print name and title | 1011 | | | | | | |
| | | Print/Type preparer's name Preparer's signature | [| Date Check | PTIN | | | | |
| Paid | | STEVEN C. DARR, CPA, CMA | | 2/13/23 if self-employ | P01324904 | | | | |
| | arer | Firm's name CALIBRE CPA GROUP, PLLC | 1 | | 47-0900880 | | | | |
| | Only | Firm's address 7501 WISCONSIN AVENUE, SUITE 120 | 0 WEST | | | | | | |
| | - | BETHESDA, MD 20814 | | | 2-331-9880 | | | | |
| Mav | the I | RS discuss this return with the preparer shown above? See instructions | | | X Yes No | | | | |
| | | | | | Form 990 (2021) | | | | |

| Pai | Check if Schedule O contains a response or note to any line in this Part III |
|-----|--|
| 1 | Briefly describe the organization's mission: SEE SCHEDULE O |
| | |
| 2 | Did the organization undertake any significant program services during the year which were not listed on the |
| 2 | prior Form 990 or 990-EZ? |
| 3 | If "Yes," describe these new services on Schedule O. Did the organization cease conducting, or make significant changes in how it conducts, any program services? |
| 4 | If "Yes," describe these changes on Schedule O. 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 \$692,170including grants of \$) (Revenue \$9,241) FIELD CAPACITY BUILDING |
| | ISSUE ONE BUILDS THE CAPACITY OF THE DEMOCRACY REFORM FIELD BY |
| | INCUBATING NEW AND INNOVATIVE PROJECTS WITHIN THE NONPROFIT, JOURNALISM AND PRIVATE SECTORS TO ADVANCE OUR MISSION OF ADDRESSING THE STRUCTURAL |
| | DYSFUNCTION IN OUR DEMOCRACY AND TO EXPAND THE CAPACITY OF THE PUBLIC TO DO SO. |
| | |
| | |
| | |
| | |
| 4b | (Code:) (Expenses \$1,403,383. including grants of \$90,000.) (Revenue \$) CONGRESSIONAL LEADERSHIP AND ENGAGEMENT |
| | ISSUE ONE'S REFORMER'S CAUCUS, WHICH IS HALF REPUBLICAN AND HALF |
| | DEMOCRATIC, CHAMPIONS THE POLICIES THAT ADDRESS THE DYSFUNCTION IN |
| | CONGRESS - FROM TRANSPARENCY LAWS TO CAMPAIGN FINANCE ENFORCEMENT MEASURES. OUR REBUILD CONGRESS INITIATIVE, IN PARTNERSHIP WITH THE |
| | HARVARD NEGOTIATION PROJECT, HAS ENGAGED MORE THAN 60 REPUBLICAN AND |
| | DEMOCRATIC MEMBERS OF CONGRESS, RANGING FROM MEMBERS OF THE FREEDOM |
| | CAUCUS TO THE PROGRESSIVE CAUCUS, TO IDENTIFY RULES AND PRACTICES |
| | WITHIN CONGRESS. TOGETHER, THESE GROUPS EDUCATE AND ENGAGE MEMBERS OF |
| | CONGRESS ON THE POLICIES AND SOLUTIONS THAT WILL RESTORE OUR DEMOCRACY. |
| | |
| 4c | (Code:) (Expenses \$2,589,198. including grants of \$) (Revenue \$) PUBLIC EDUCATION AND ADVOCACY |
| | ISSUE ONE EDUCATES AND ADVOCATES TO WIN REFORMS TO PROTECT ELECTIONS |
| | AND ELECTION WORKERS, INCREASE FUNDING OF ELECTIONS, INCREASE |
| | TRANSPARENCY, STRENGTHEN ETHICS AND ACCOUNTABILITY, REIN IN THE HARMS |
| | CAUSED BY SOCIAL MEDIA AND REDUCE THE ROLE OF BIG MONEY IN POLITICS. WE |
| | HAVE A STRONG PRESENCE ON CAPITOL HILL, AS WELL AS IN THE MEDIA, AND PROVIDE EXPERTISE TO GROUPS ADVANCING REFORM MEASURES AT THE STATE |
| | LEVEL. WE PUBLISH GROUNDBREAKING, DEFINITIVE REPORTS ON THE BROKEN |
| | POLITICAL SYSTEM. OUR GOAL IS TO CREATE THE CLIMATE FOR THE CHANGES WE |
| | BELIEVE IN. |
| | |
| 4d | Other program services (Describe on Schedule O.) |
| | (Expenses \$ including grants of \$) (Revenue \$) Total program service expenses ▶ 4,684,751. |
| | Form 990 (2021) |

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Form 990 (2021) ISSUE ONE Part IV Checklist of Required Schedules

| | | | Yes | No |
|-----|--|----------|-----|-----------|
| 1 | Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? | | | |
| | If "Yes," complete Schedule A | 1 | X | |
| 2 | Is the organization required to complete Schedule B, Schedule of Contributors? See instructions | 2 | Х | |
| 3 | Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for | | | |
| | public office? If "Yes," complete Schedule C, Part I | 3 | | <u> X</u> |
| 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 "Yes," complete Schedule C, Part II | 4 | X | |
| 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 Rev. Proc. 98-19? If "Yes," complete Schedule C, Part III | 5 | | X |
| 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 "Yes," complete Schedule D, Part I | 6 | | X |
| 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 "Yes," complete Schedule D, Part II | 7 | | Х |
| 8 | Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If</i> "Yes," <i>complete</i> | | | |
| | Schedule D, Part III | 8 | | Х |
| 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 "Yes," complete Schedule D, Part IV | 9 | | х |
| 10 | Did the organization, directly or through a related organization, hold assets in donor-restricted endowments | <u> </u> | | |
| | or in quasi endowments? If "Yes," complete Schedule D, Part V | 10 | | x |
| 11 | If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, | | | |
| ••• | as applicable. | | | |
| _ | Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, | | | |
| а | , , , | 110 | Х | |
| | Part VI Did the organization report an amount for investments - other securities in Part X, line 12, that is 5% or more of its total | 11a | -25 | _ |
| D | | 11b | | x |
| _ | assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII | I ID | | |
| С | Did the organization report an amount for investments - program related in Part X, line 13, that is 5% or more of its total | | | x |
| | assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII | 11c | | |
| a | 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 "Yes," complete Schedule D, Part IX | 11d | v | X |
| | Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X | 11e | Х | |
| f | Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses | | 37 | |
| | the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X | 11f | Х | |
| 12a | Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete | | 37 | |
| | Schedule D, Parts XI and XII | 12a | X | |
| b | Was the organization included in consolidated, independent audited financial statements for the tax year? | | | |
| | If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional | 12b | | <u> X</u> |
| 13 | Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E | 13 | | X |
| 14a | Did the organization maintain an office, employees, or agents outside of the United States? | 14a | | X |
| 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 "Yes," complete Schedule F, Parts I and IV | 14b | | X |
| 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 "Yes," complete Schedule F, Parts II and IV | 15 | | <u> X</u> |
| 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 "Yes," complete Schedule F, Parts III and IV | 16 | | X |
| 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 "Yes," complete Schedule G, Part I. See instructions | 17 | | X |
| 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 "Yes," complete Schedule G, Part II | 18 | | X |
| 19 | Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," | | | |
| | complete Schedule G, Part III | 19 | | X |
| 20a | Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H | 20a | | Х |
| | If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return? | 20b | | |
| 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 1? If "Yes." complete Schedule I. Parts I and II | 21 | Х | |
| | | | 000 | |

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Form **990** (2021)

| Form 990 (2 | 2021) ISSUE ONE | 32-0384285 |
|-------------|---------------------------------|-------------|
| Part IV | Checklist of Required Schedules | (continued) |
| | | |

| | | | Yes | No |
|-----|--|---------|-----|----------|
| 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? If "Yes," complete Schedule I, Parts I and III | 22 | | <u> </u> |
| 23 | Did the organization answer "Yes" 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 "Yes," complete | | | |
| | Schedule J | 23 | X | |
| 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 "Yes," answer lines 24b through 24d and complete | | | |
| | Schedule K. If "No," go to line 25a | 24a | | Х |
| b | Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? | 24b | | |
| С | Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease | | | |
| | any tax-exempt bonds? | 24c | | |
| d | Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? | 24d | | |
| | Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit | | | |
| 204 | transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I | 25a | | X |
| h | Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and | 254 | | |
| b | that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If "Yes," complete | | | |
| | | OEL | | x |
| 00 | Schedule L, Part I | 25b | | |
| 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% | | | 3,7 |
| | controlled entity or family member of any of these persons? If "Yes," complete Schedule L, Part II | 26 | | X |
| 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 "Yes," complete Schedule L, Part III | 27 | | X |
| 28 | Was the organization a party to a business transaction with one of the following parties (see the Schedule L, Part IV, | | | |
| | instructions for applicable filing thresholds, conditions, and exceptions): | | | |
| а | A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? If | | | |
| | "Yes," complete Schedule L, Part IV | 28a | | X |
| b | A family member of any individual described in line 28a? If "Yes," complete Schedule L, Part IV | 28b | | X |
| | A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? If | | | |
| | "Yes," complete Schedule L, Part IV | 28c | | Х |
| 29 | Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M | 29 | Х | |
| 30 | Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation | | | |
| | contributions? If "Yes," complete Schedule M | 30 | | х |
| 31 | Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I | 31 | | X |
| 32 | Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If</i> "Yes," <i>complete</i> | | | |
| 32 | , , | 32 | | х |
| 22 | Schedule N, Part II | 32 | | |
| 33 | Did the organization own 100% of an entity disregarded as separate from the organization under Regulations | 20 | | х |
| • | sections 301.7701-2 and 301.7701-3? If "Yes," complete Schedule R, Part I | 33 | | |
| 34 | Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Part II, III, or IV, and | | v | |
| | Part V, line 1 | 34 | X | 77 |
| | Did the organization have a controlled entity within the meaning of section 512(b)(13)? | 35a | | X |
| b | If "Yes" 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 "Yes," complete Schedule R, Part V, line 2 | 35b | | |
| 36 | Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? | | | |
| | If "Yes," complete Schedule R, Part V, line 2 | 36 | | X |
| 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 "Yes," complete Schedule R, Part VI | 37 | | X |
| 38 | Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? | | | |
| | Note: All Form 990 filers are required to complete Schedule O | 38 | X | |
| Pai | TV Statements Regarding Other IRS Filings and Tax Compliance | | | |
| | Check if Schedule O contains a response or note to any line in this Part V | <u></u> | | |
| | | | Yes | No |
| 1a | Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable | | | |
| | Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable 1b 0 | | | |
| | Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming | | | |
| _ | (gambling) winnings to prize winners? | 1c | Х | |
| | <u> </u> | | | (2021) |

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Form 990 (2021) ISSUE ONE
Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)

| | | | Yes | No | | | | | | | |
|----|--|------------|-----|-----------------|--|--|--|--|--|--|--|
| 2a | 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 2a 27 | | | | | | | | | | |
| b | | | | | | | | | | | |
| | Note: If the sum of lines 1a and 2a is greater than 250, you may be required to e-file. See instructions. | | | | | | | | | | |
| За | a Did the organization have unrelated business gross income of \$1,000 or more during the year? | | | | | | | | | | |
| b | b If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O | | | | | | | | | | |
| | 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)? | 4a | | Х | | | | | | | |
| b | If "Yes," enter the name of the foreign country | | | | | | | | | | |
| | See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR). | | | | | | | | | | |
| 5a | Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? | 5a | | Х | | | | | | | |
| b | Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction? | 5b | | X | | | | | | | |
| С | If "Yes" to line 5a or 5b, did the organization file Form 8886-T? | 5c | | | | | | | | | |
| | 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? | 6a | | X | | | | | | | |
| b | If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts | | | | | | | | | | |
| | were not tax deductible? | 6b | | | | | | | | | |
| 7 | Organizations that may receive deductible contributions under section 170(c). | | | | | | | | | | |
| а | 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? | 7a | | X | | | | | | | |
| b | If "Yes," did the organization notify the donor of the value of the goods or services provided? | 7b | | | | | | | | | |
| С | Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required | | | | | | | | | | |
| | to file Form 8282? | 7с | | X | | | | | | | |
| d | If "Yes," indicate the number of Forms 8282 filed during the year | | | 37 | | | | | | | |
| e | Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? | 7e 7f | | X | | | | | | | |
| t | f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? | | | | | | | | | | |
| g | | | | | | | | | | | |
| _ | h If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C? | | | | | | | | | | |
| 8 | | | | | | | | | | | |
| 9 | sponsoring organization have excess business holdings at any time during the year? Sponsoring organizations maintaining donor advised funds. | 8 | | | | | | | | | |
| а | Did the sponsoring organization make any taxable distributions under section 4966? | 9a | | | | | | | | | |
| b | Did the sponsoring organization make a distribution to a donor, donor advisor, or related person? | 9b | | | | | | | | | |
| 10 | Section 501(c)(7) organizations. Enter: | | | | | | | | | | |
| а | Initiation fees and capital contributions included on Part VIII, line 12 | | | | | | | | | | |
| b | Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities 10b | | | | | | | | | | |
| 11 | Section 501(c)(12) organizations. Enter: | | | | | | | | | | |
| а | Gross income from members or shareholders | | | | | | | | | | |
| b | Gross income from other sources. (Do not net amounts due or paid to other sources against | | | | | | | | | | |
| | amounts due or received from them.) | | | | | | | | | | |
| | Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041? | 12a | | | | | | | | | |
| b | If "Yes," enter the amount of tax-exempt interest received or accrued during the year | | | | | | | | | | |
| 13 | Section 501(c)(29) qualified nonprofit health insurance issuers. | | | | | | | | | | |
| а | Is the organization licensed to issue qualified health plans in more than one state? | 13a | | | | | | | | | |
| | Note: See the instructions for additional information the organization must report on Schedule O. | | | | | | | | | | |
| b | 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 That the arround of recovery a least | | | | | | | | | | |
| | Enter the amount of reserves on hand Did the organization receive any payments for indoor tanning services during the tax year? | 14a | | Х | | | | | | | |
| | | 14a 14b | | ^* | | | | | | | |
| 15 | b If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O 5 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? | | | | | | | | | | |
| | If "Yes," see the instructions and file Form 4720, Schedule N. | | | | | | | | | | |
| 16 | Is the organization an educational institution subject to the section 4968 excise tax on net investment income? | 16 | | х | | | | | | | |
| | If "Yes," complete Form 4720, Schedule O. | | | | | | | | | | |
| 17 | Section 501(c)(21) organizations. Did the trust, any disqualified person, or mine operator engage in any | | | | | | | | | | |
| | activities that would result in the imposition of an excise tax under section 4951, 4952 or 4953? | 17 | | | | | | | | | |
| | If "Yes," complete Form 6069. | | | | | | | | | | |

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Part VI Governance, Management, and Disclosure. For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.

| | | | | | | X | | | | | |
|-----|---|---------|---------------------|------------|--------|------------|--|--|--|--|--|
| Sec | tion A. Governing Body and Management | | | | | | | | | | |
| | | | | _ | Yes | No | | | | | |
| 1a | Enter the number of voting members of the governing body at the end of the tax year | 1a | 2 | 0 | | | | | | | |
| | 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. | | | | | | | | | | |
| b | | | | | | | | | | | |
| 2 | | | | | | | | | | | |
| _ | | | | | | | | | | | |
| 3 | | | | | | | | | | | |
| 3 | of officers, directors, trustees, or key employees to a management company or other person? | | | | | | | | | | |
| 4 | Did the organization make any significant changes to its governing documents since the prior Form 9 | | | | | X | | | | | |
| 4 | | | | | | X | | | | | |
| 5 | Did the organization become aware during the year of a significant diversion of the organization's ass | | | | | X | | | | | |
| 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 ap | • | | _ | | 1,7 | | | | | |
| | more members of the governing body? | | | 7a | | X | | | | | |
| b | Are any governance decisions of the organization reserved to (or subject to approval by) members, st | | • | | | | | | | | |
| | persons other than the governing body? | | | 7b | | X | | | | | |
| 8 | Did the organization contemporaneously document the meetings held or written actions undertaken during the year | - | - | | | | | | | | |
| а | The governing body? | | | 8a | X | | | | | | |
| b | Each committee with authority to act on behalf of the governing body? | | | 8b | | X | | | | | |
| 9 | Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be read | ched a | t the | | | | | | | | |
| | organization's mailing address? If "Yes." provide the names and addresses on Schedule O | | | 9 | | X | | | | | |
| Sec | tion B. Policies (This Section B requests information about policies not required by the Internal Re | | | | | | | | | | |
| | | | | | Yes | No | | | | | |
| 10a | Did the organization have local chapters, branches, or affiliates? | | | 10a | | Х | | | | | |
| | If "Yes," did the organization have written policies and procedures governing the activities of such ch | | | 100 | | | | | | | |
| ~ | | | | | | | | | | | |
| 11a | and branches to ensure their operations are consistent with the organization's exempt purposes? 2. Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? | | | | | | | | | | |
| | | | | | | | | | | | |
| | b Describe on Schedule O the process, if any, used by the organization to review this Form 990. | | | | | | | | | | |
| 12a | Did the organization have a written conflict of interest policy? If "No," go to line 13 | | | 12a | X | | | | | | |
| b | Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise | | | 12b | | | | | | | |
| С | Did the organization regularly and consistently monitor and enforce compliance with the policy? $H = Y$ | , | | | v | | | | | | |
| | on Schedule O how this was done | | | 12c | X | | | | | | |
| 13 | Did the organization have a written whistleblower policy? | | | 13 | X | | | | | | |
| 14 | Did the organization have a written document retention and destruction policy? | | | 14 | X | | | | | | |
| 15 | Did the process for determining compensation of the following persons include a review and approva | I by in | dependent | | | | | | | | |
| | persons, comparability data, and contemporaneous substantiation of the deliberation and decision? | | | | | | | | | | |
| | The organization's CEO, Executive Director, or top management official | | | 15a | X | | | | | | |
| b | Other officers or key employees of the organization | | | 15b | | X | | | | | |
| | If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions. | | | | | | | | | | |
| 16a | Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangen | nent w | ith a | | | | | | | | |
| | taxable entity during the year? | | | 16a | | X | | | | | |
| b | If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluat | e its p | articipation | | | | | | | | |
| | in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organ | izatior | ı's | | | | | | | | |
| | exempt status with respect to such arrangements? | | | 16b | | | | | | | |
| Sec | tion C. Disclosure | | | • | • | | | | | | |
| 17 | List the states with which a copy of this Form 990 is required to be filed ▶MA | | | | | | | | | | |
| 18 | Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, ar | nd 990 | -T (section 501(c)(|)s only) | availa | ble | | | | | |
| | for public inspection. Indicate how you made these available. Check all that apply. | |)(0)(0 | , · · · y) | a.u | | | | | | |
| | | | phodula (1) | | | | | | | | |
| 10 | 1-1 | | | | | | | | | | |
| 19 | | miict (| л ппетезтропсу, а | iu iilian | cial | | | | | | |
| 00 | statements available to the public during the tax year. | | d | | | | | | | | |
| 20 | State the name, address, and telephone number of the person who possesses the organization's boo | ks and | a records | | | | | | | | |
| | THE ORGANIZATION - 202-299-0265 | | | | | | | | | | |
| | 1401 K STREET, NW, 350, WASHINGTON, DC 20005 | | | | | | | | | | |

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Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated **Employees, and Independent Contractors**

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

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

- 1a 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 the 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, Form 1099-MISC, and/or box 1 of Form 1099-NEC) 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.

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

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

| (A) Name and title | (B) Average hours per | box | not cl , unles | Pos heck i ss per | rson is | than o | n an | (D) Reportable compensation | (E) Reportable compensation | (F) Estimated amount of |
|----------------------------------|--|------------------|-----------------------|-------------------------|--|-----------------------|------|---|---|--|
| | week (list any hours for related organizations below line) | stee or director | Institutional trustee | Officer Officer | Key employee | Highest compensated 5 | | from the organization (W-2/1099-MISC/ 1099-NEC) | from related organizations (W-2/1099-MISC/ 1099-NEC) | other compensation from the organization and related organizations |
| (1) NICHOLAS PENNIMAN | 39.90 | | | | | | | 252 264 | | |
| CHIEF EXECUTIVE OFFICER | 0.10 | | | Х | | | | 253,861. | 978. | 57,104. |
| (2) AMELIA LEONARDI | 39.50 | | | | | | | 465.055 | | |
| CHIEF OPERATING OFFICER | 0.50 | | | X | | | | 165,855. | 2,202. | 56,074. |
| (3) ETHAN ROME | 39.60 | | | | | l | | 104 645 | 4 00= | |
| CHIEF OF STRATEGY AND PROGRAM | 0.40 | | | | | X | | 181,647. | 1,827. | 39,015. |
| (4) ANNE SNOUCK-HURGRONJE | 39.80 | - | | | | l | | 1.50 0.40 | 545 | 06 540 |
| CHIEF DEVELOPMENT OFFICER | 0.20 | | | | | Х | | 160,348. | 717. | 26,512. |
| (5) MEREDITH MCGEHEE | 40.00 | | | | | | | 145 004 | • | 22 64 4 |
| EXECUTIVE DIRECTOR | 0.00 | | | X | | | | 145,994. | 0. | 33,614. |
| (6) WHITNEY HATCH | 2.00 | | | | | | | | • | |
| BOARD CHAIR | | Х | | Х | | | | 0. | 0. | 0. |
| (7) DAVID GERSON | 2.00 | | | | | | | | • | |
| BOARD SECRETARY | 1.00 | Х | | Х | | | | 0. | 0. | 0. |
| (8) BARBARA BRENNER BUDER | 2.00 | | | | | | | | • | |
| BOARD TREASURER | 1.00 | Х | | Х | | | | 0. | 0. | 0. |
| (9) KATIE FAHEY | 2.00 | | | | | | | | • | |
| BOARD MEMBER | 1.00 | Х | | | | | | 0. | 0. | 0. |
| (10) MALCOLM "MIKE" PEABODY | 2.00 | | | | | | | | • | |
| BOARD MEMBER | 1.00 | Х | | | | | | 0. | 0. | 0. |
| (11) R. WILLIAM BURGESS, JR | 2.00 | ., | | | | | | | 0 | |
| BOARD MEMBER | 1.00 | Х | | | | | | 0. | 0. | 0. |
| (12) IAN SIMMONS BOARD MEMBER | 2.00 | Х | | | | | | 0. | 0. | _ |
| (13) JB LYON | 2.00 | Λ | | | | | | 0. | 0. | 0. |
| | | Х | | | | | | 0. | 0. | 0. |
| BOARD MEMBER (14) TOM RIDGE | 2.00 | ^ | \vdash | | | | | 1 | 0. | ļ . |
| BOARD MEMBER | 1.00 | Х | | | | | | 0. | 0. | 0. |
| (15) DAN GLICKMAN | 2.00 | | | | | | | • | 0. | <u></u> |
| BOARD MEMBER | | Х | | | | | | 0. | 0. | 0. |
| (16) DEANNA BALLARD | 2.00 | | | | | | | † | • | - |
| BOARD MEMBER | | Х | | | | | | 0. | 0. | 0. |
| (17) PATRICK TOUSSAINT | 2.00 | | | | | | | | | |
| BOARD MEMBER | | х | | | | | | 0. | 0. | 0. |
| 132007 12-09-21 | 1 2000 | <u> </u> | | | | | 1 | ' | | Form 990 (2021) |

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| Part VIII Section A Officers Directors Trus | | | | | | | | | 32-0304 | ZOJ Page O |
|---|---------------------------------------|---------------------------------------|---------------------------|---------|--------------|------------------------------|----------|-----------------|-------------------------------|--------------------|
| Section A. Officers, Directors, Trus | | loy | ees, | | | ghes | t C | | , | <u> </u> |
| (A) | (B) | | | ((| | | | (D) | (E) | (F) |
| Name and title | Average | Position (do not check more than one | | | | | | Reportable | Reportable | Estimated |
| | hours per week | | | | | s both | | compensation | compensation | amount of |
| | (list any | | T | | | | T | from the | from related organizations | other compensation |
| | hours for | direct | | | | _ | | organization | (W-2/1099-MISC/ | from the |
| | related | 9e or (| stee | | | nsated | | (W-2/1099-MISC/ | 1099-NEC) | organization |
| | organizations | ndividual trustee or director | In stit utio nal tru stee | | yee | nd mc | | 1099-NEC) | , | and related |
| | below | idual | tution | er | Key employee | est co | Jer | | | organizations |
| | line) | Indiv | Insti | Officer | Key 6 | Highest compensated employee | Former | | | |
| (18) EMIL HILL | 2.00 | | | | | | | | | |
| BOARD MEMBER | 1.00 | Х | | | | | | 0. | 0. | 0. |
| (19) DIANA AVIV | 2.00 | | | | | | | | | |
| BOARD MEMBER | 1.00 | Х | | | | | | 0. | 0. | 0. |
| (20) PETER STAPLE | 2.00 | | | | | | | | | |
| BOARD MEMBER | 1.00 | Х | | | | | | 0. | 0. | 0. |
| (21) LINDA WILLARD | 2.00 | | | | | | | | | |
| BOARD MEMBER | 1.00 | Х | | | | | | 0. | 0. | 0. |
| (22) CARLOS CURBELO | 2.00 | | | | | | | | | |
| BOARD MEMBER | 1.00 | Х | | | | | | 0. | 0. | 0. |
| (23) RICHARD GEPHARDT | 2.00 | | | | | | | | | |
| BOARD MEMBER | 1.00 | Х | | | | | | 0. | 0. | 0. |
| (24) DONNA BRAZILE | 2.00 | | | | | | | | | |
| BOARD MEMBER | 1.00 | Х | | | | | | 0. | 0. | 0. |
| (25) MITI SATHE | 2.00 | | | | | | | | | |
| BOARD MEMBER | 1.00 | Х | | | | | | 0. | 0. | 0. |
| (26) STEVEN OLIKARA | 2.00 | | | | | | | | | |
| BOARD MEMBER | 1.00 | Х | | | | | | 0. | 0. | 0. |
| 1b Subtotal | | | | | | | | 907,705. | 5,724. | 212,319. |
| c Total from continuation sheets to Part V | I, Section A | | | | | | | 0. | 0. | 0. |
| d Total (add lines 1b and 1c) | · · · · · · · · · · · · · · · · · · · | · · · · · · · · · · · · · · · · · · · | | | | | _ | 907,705. | 5,724. | 212,319. |
| O Tatal according to allocate and for allocate and a second | | | | | | | | | 000 of a. table | |

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

| | | | Yes | No |
|---|--|---|-----|-----|
| 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 | 3 | | _X_ |
| 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 | 4 | Х | |
| 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 | 5 | | X |

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.

| (A) | (B) | (C) |
|---|----------------------------------|--------------|
| Name and business address | Description of services | Compensation |
| JESSICA KELCH | PROGRAMMATIC | |
| 505 15TH ST SE, WASHINGTON, DC 20003 | CONSULTANT | 195,335. |
| BRUCE PATTON | PROGRAMMATIC | |
| 2 FOX MEADOW LANE, WESTON, MA 02493 | CONSULTANT | 150,000. |
| ZACH WAMP CONSULTING, 401 CHESTNUT STREET, | PROGRAMMATIC | |
| SUITE 226, CHATTANOOGA, TN 37402 | CONSULTANT | 133,046. |
| TIMOTHY ROEMER, 1103 COLVIN MILL COURT, | PROGRAMMATIC | |
| GREAT FALLS, VA 22066 | CONSULTANT | 115,306. |
| | | |
| | | |
| 2 Total number of independent contractors (including but not limited to those liste | ed above) who received more than | |

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\$100,000 of compensation from the organization

| | | | | | ONE | | | | | 32-0384 | 285 Page 9 |
|--|------|---|-----------------------------------|------|--------------|---|----------------------|---------------------|--------------------------|------------------|--------------------------------------|
| Pa | rt \ | / | Statement of Re | ven | ue | | | | | | |
| | | | Check if Schedule O | onta | ains a respo | nse (| or note to any lin | e in this Part VIII | | | |
| | | | | | | | | (A) Total revenue | (B) Related or exempt | (C) Unrelated | (D) Revenue excluded |
| | | | | | | | | | function revenue | business revenue | from tax under sections 512 - 514 |
| ω ω | -1 | _ | Federated campaigns | | 1a | | | | | | 000110110 0 12 0 1 1 |
| Contributions, Gifts, Grants and Other Similar Amounts | • | | | | ······ | | | | | | |
| S S | | | | | | | | | | | |
| fts, | | | Fundraising events | | | | | | | | |
| ia Isi | | | | | | | | | | | |
| ons | | | Government grants (contri | | | | | | | | |
| utic | | ī | All other contributions, gifts, | | 15, anu | 6 | 925 851 | | | | |
| git | | _ | similar amounts not included | | /e 1f | <u>, , , , , , , , , , , , , , , , , , , </u> | 925,851. 200,268. | | | | |
| no n | | _ | Noncash contributions included in | | | | <u> 200,200.</u> | 6,925,851. | | | |
| Oa | | n | Total. Add lines 1a-1f | | | | Business Code | 0,525,051. | | | |
| _ | _ | _ | FISCAL SPONSO | D . | rrrc | | 561000 | 9,241. | 9,241. | | |
| ice | 2 | | | | | _ | 301000 | 9,241. | 9,241. | | |
| er. | | b | | | | _ | | | | | |
| m S | | C | | | | | | | | | |
| Program Service Revenue | | d | | | | _ | | | | | |
| roi | | e | All ables a series as a series as | | | _ | | | | | |
| _ | | | All other program service | | | | | 9,241. | | | |
| | 3 | | Total. Add lines 2a-2f | | | | | J, 241. | | | |
| | 3 | Investment income (including dividends, interest other similar amounts) | | | | 134. | | | 134. | | |
| | 4 | | Income from investment of | | | | | 134. | | | 134. |
| | 5 | | Royalties | | | - | | | | | |
| | 3 | | noyalties | | (i) Real | | (ii) Personal | | | | |
| | 6 | а | Gross rents | 6a | | | (ii) i cicciiai | | | | |
| | U | | Less: rental expenses | 6b | | | | | | | |
| | | | Rental income or (loss) | 6c | | | | | | | |
| | | | Net rental income or (loss) | | | | | | | | |
| | 7 | | Gross amount from sales of | | (i) Securit | ies | (ii) Other | | | | |
| | ' | а | assets other than inventory | 7a | | | 200. | | | | |
| | | h | Less: cost or other basis | 1 a | | | 200. | | | | |
| ø | | D | and sales expenses | 7b | | | 0. | | | | |
| evenue | | _ | Gain or (loss) | 7c | | | 200. | | | | |
| eve | | | Net gain or (loss) | | <u> </u> | | | 200. | | | 200. |
| er Re | Ω | | Gross income from fundraising | | | ····· | | 2001 | | | 2001 |
| Other | O | u | including \$ | | | | | | | | |
| | | | contributions reported on | | | | | | | | |
| | | | Part IV, line 18 | | - | 8a | | | | | |
| | | h | Less: direct expenses | | | 8b | | | | | |
| | | | Net income or (loss) from | | | _ | • | | | | |
| | 9 | | Gross income from gamin | | | | | | | | |
| | | | Part IV, line 19 | | | 9a | | | | | |
| | | b | Less: direct expenses | | | 9b | | | | | |
| | | | Net income or (loss) from | | | _ | | | | | |
| | 10 | | Gross sales of inventory, I | | | | - | | | | |
| | | | and allowances | | | 10a | | | | | |
| | | b | Less: cost of goods sold | | | 10b | | | | | |
| | | | Net income or (loss) from | | | $\overline{}$ | | | | | |
| | | | | | | | Business Code | | | | |
| Miscellaneous Revenue | 11 | а | REIMBURSED EX | PE | NSES | | 900099 | 45,372. | | | 45,372. |
| ane and | | b | | | | | | | | | |
| eve | | С | | | | _ | | | | | |
| Aisc B | | d | All other revenue | | | | | | | | |
| 2 | | | Total. Add lines 11a-11d | | | | | 45,372. | | | |

132009 12-09-21

12 Total revenue. See instructions

Form 990 (2021) ISSUE ONE Part IX Statement of Functional Expenses

| Sect | ion 501(c)(3) and 501(c)(4) organizations must comp | lete all columns. All othe | er organizations must con | nplete column (A). | |
|--------|---|----------------------------|---|-------------------------------------|---------------------------------------|
| | Check if Schedule O contains a respon | | | | X |
| | not include amounts reported on lines 6b, 8b, 9b, and 10b of Part VIII. | (A) Total expenses | (B) Program service expenses | (C) Management and general expenses | (D) Fundraising expenses |
| 1 | Grants and other assistance to domestic organizations | 00 000 | 00 000 | | |
| | and domestic governments. See Part IV, line 21 | 90,000. | 90,000. | | |
| 2 | Grants and other assistance to domestic | | | | |
| | individuals. See Part IV, line 22 | | | | |
| 3 | Grants and other assistance to foreign | | | | |
| | organizations, foreign governments, and foreign | | | | |
| | individuals. See Part IV, lines 15 and 16 | | | | |
| 4 | Benefits paid to or for members | | | | |
| 5 | Compensation of current officers, directors, | 64.0 4.70 | | 252 522 | 440.000 |
| | trustees, and key employees | 613,173. | 242,429. | 260,522. | 110,222. |
| 6 | Compensation not included above to disqualified | | | | |
| | persons (as defined under section 4958(f)(1)) and | | | | |
| | persons described in section 4958(c)(3)(B) | 1 222 222 | | | |
| 7 | Other salaries and wages | 1,330,358. | 840,018. | 204,974. | 285,366. |
| 8 | Pension plan accruals and contributions (include | 45 -66 | 24 2-4 | , | 44 4 |
| | section 401(k) and 403(b) employer contributions) | 47,702. | 31,951. | 4,798. | 10,953. |
| 9 | Other employee benefits | 68,485. | 53,494. | 10,769. | 4,222. |
| 10 | Payroll taxes | 131,651. | 77,882. | 27,421. | 26,348. |
| 11 | Fees for services (nonemployees): | | | | |
| а | Management | | | | |
| b | Legal | 19,070. | | 19,070. | |
| С | Accounting | 92,422. | | 92,422. | |
| d | Lobbying | | | | |
| е | Professional fundraising services. See Part IV, line 17 | | | | |
| f | Investment management fees | | | | |
| g | Other. (If line 11g amount exceeds 10% of line 25, | | | | |
| | column (A), amount, list line 11g expenses on Sch O.) | 3,000,434. | 2,805,473. | 138,711. | 56,250. |
| 12 | Advertising and promotion | | | | |
| 13 | Office expenses | | | | |
| 14 | Information technology | 24,948. | 3,500. | 21,448. | |
| 15 | Royalties | | | | |
| 16 | Occupancy | 423,301. | 15,139. | 406,379. | 1,783. |
| 17 | Travel | 143,170. | 71,167. | 55,245. | 16,758. |
| 18 | Payments of travel or entertainment expenses | | | | |
| | for any federal, state, or local public officials | | | | |
| 19 | Conferences, conventions, and meetings | | | | |
| 20 | Interest | | | | |
| 21 | Payments to affiliates | 44 1=4 | 1 | | |
| 22 | Depreciation, depletion, and amortization | 31,153. | 15,666. | 15,487. | |
| 23 | Insurance | 3,495. | | 3,495. | |
| 24 | 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 (A). | | | | |
| а | amount, list line 24e expenses on Schedule 0.) COMMUNICATIONS | 263,932. | 194,852. | 31,453. | 37,627. |
| a b | ALLOCATION OF INDIRECT | -3,051. | 243,180. | -318,326. | 72,095. |
| C | INDECOMPTON OF INDERECT | 3,0320 | 213,1301 | 310/3201 | 7270331 |
| d | | | | | |
| e | All other expenses | | | | |
| 25 | Total functional expenses. Add lines 1 through 24e | 6,280,243. | 4,684,751. | 973,868. | 621,624. |
| 26 | Joint costs. Complete this line only if the organization | , , | , , , , , , , , , | ., | , |
| | reported in column (B) joint costs from a combined | | | | |
| | educational campaign and fundraising solicitation. | | | | |
| | Check here if following SOP 98-2 (ASC 958-720) | | | | |
| | F | | Į. | L. | Form 990 (2021) |

32-0384285 Page **11** Form 990 (2021)
Part X Balance Sheet ISSUE ONE

| Par | t X | Balance Sheet | | | | | |
|-----------------------------|----------|--|--------------|---------------------------------------|---------------------------------|----------|---------------------------|
| | | Check if Schedule O contains a response or | note to any | line in this Part X | | | |
| | | | | | (A) Beginning of year | | (B) End of year |
| | 1 | Cash - non-interest-bearing | | | 2,230,760. | 1 | 4,428,338. |
| | 2 | Savings and temporary cash investments | | | 1,300,865. | 2 | 1,300,970 |
| | 3 | Pledges and grants receivable, net | | | 1,714,400. | 3 | 576,270 |
| | 4 | Accounts receivable, net | | | | 4 | 892 |
| | 5 | Loans and other receivables from any current | | | | | |
| | | trustee, key employee, creator or founder, su | bstantial co | ontributor, or 35% | | | |
| | | controlled entity or family member of any of t | hese perso | ns | | 5 | |
| | 6 | Loans and other receivables from other disqu | alified pers | sons (as defined | | | |
| | | under section 4958(f)(1)), and persons describ | oed in sect | ion 4958(c)(3)(B) | | 6 | |
| ts | 7 | Notes and loans receivable, net | | | | 7 | |
| Assets | 8 | Inventories for sale or use | | | | 8 | |
| ä | 9 | Prepaid expenses and deferred charges | | | 34,759. | 9 | 15,234 |
| | 10a | Land, buildings, and equipment: cost or othe | | | | | |
| | | basis. Complete Part VI of Schedule D | 10a | 282,149. | | | |
| | b | Less: accumulated depreciation | | 243,901. | 69,401. | 10c | 38,248 |
| | 11 | Investments - publicly traded securities | | | | 11 | |
| | 12 | Investments - other securities. See Part IV, lin | | | | 12 | |
| | 13 | Investments - program-related. See Part IV, lin | | | | 13 | |
| | 14 | Intangible assets | | | 40.025 | 14 | 40.025 |
| | 15 | Other assets. See Part IV, line 11 | | | 49,237. | 15 | 49,237. |
| | 16 | Total assets. Add lines 1 through 15 (must e | | | 5,399,422. | 16 | 6,409,189 |
| | 17 | Accounts payable and accrued expenses | | | 163,375. | 17 | 420,246. |
| | 18 | Grants payable | | | | 18 | |
| | 19 | Deferred revenue | | | | 19 | |
| | 20 | Tax-exempt bond liabilities | | | | 20 | |
| | 21 | Escrow or custodial account liability. Comple | | | | 21 | |
| ies | 22 | Loans and other payables to any current or fo | | | | | |
| ilit | | trustee, key employee, creator or founder, su | | | | 00 | |
| Liabilities | 00 | controlled entity or family member of any of t | | | | 22 | |
| | 23 | Secured mortgages and notes payable to uni | | · · · · · · · · · · · · · · · · · · · | | 23 24 | |
| | 24 25 | Unsecured notes and loans payable to unrelative Other liabilities (including federal income tax, | | | | 24 | |
| | 23 | parties, and other liabilities not included on li | | | | | |
| | | | - | · | 64,201. | 25 | 116,542. |
| | 26 | of Schedule D Total liabilities. Add lines 17 through 25 | | | 227,576. | 26 | 536,788 |
| | 20 | Organizations that follow FASB ASC 958, or | | | 2277370 | 20 | 3307700 |
| es | | and complete lines 27, 28, 32, and 33. | meent nere | | | | |
| nc Suc | 27 | Net assets without donor restrictions | | | 3,870,360. | 27 | 4,624,166. |
| 3ala | 28 | Net assets with donor restrictions | | | 1,301,486. | 28 | 1,248,235. |
| β | | Organizations that do not follow FASB ASC | | | , , | | , , |
| Fu | | and complete lines 29 through 33. | , | | | | |
| p | 29 | Capital stock or trust principal, or current fun | ds | | | 29 | |
| sets | 30 | Paid-in or capital surplus, or land, building, or | | | | 30 | |
| Ass | 31 | Retained earnings, endowment, accumulated | | | | 31 | |
| Net Assets or Fund Balances | 32 | Total net assets or fund balances | | | 5,171,846. | 32 | 5,872,401. |
| - | 33 | Total liabilities and net assets/fund balances | | | 5,399,422. | 33 | 6,409,189. |

Form **990** (2021)

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| Pa | rt XI Reconciliation of Net Assets | | | | |
|-----|---|----------|-------------|-----|------------|
| | Check if Schedule O contains a response or note to any line in this Part XI | | | | |
| | | | | | |
| 1 | Total revenue (must equal Part VIII, column (A), line 12) | | <u>6,98</u> | | |
| 2 | Total expenses (must equal Part IX, column (A), line 25) | 2 | 6,28 | | |
| 3 | Revenue less expenses. Subtract line 2 from line 1 | 3 | | | 55. |
| 4 | Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A)) | 4 | 5,17 | 1,8 | <u>46.</u> |
| 5 | Net unrealized gains (losses) on investments | 5 | | | |
| 6 | Donated services and use of facilities | 6 | | | |
| 7 | Investment expenses | 7 | | | |
| 8 | Prior period adjustments | 8 | | | |
| 9 | Other changes in net assets or fund balances (explain on Schedule O) | 9 | | | 0. |
| 10 | Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, | | | | |
| | column (B)) | 10 | 5,87 | 2,4 | 01. |
| Pai | rt XII Financial Statements and Reporting | | | | |
| | Check if Schedule O contains a response or note to any line in this Part XII | | | | |
| | | | | Yes | No |
| 1 | Accounting method used to prepare the Form 990: Cash X Accrual Other | | | | |
| | If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule | Ο. | | | |
| 2a | Were the organization's financial statements compiled or reviewed by an independent accountant? | | 2a | | Х |
| | 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 | | | | |
| b | Were the organization's financial statements audited by an independent accountant? | | 2b | X | |
| | 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: | | | | |
| | X Separate basis Consolidated basis Both consolidated and separate basis | | | | |
| С | If "Yes" 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? | | 2c | X | |
| | If the organization changed either its oversight process or selection process during the tax year, explain on Sche | | | | |
| За | As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Sin | | | | |
| | Act and OMB Circular A-133? | - | За | | Х |
| b | If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required | ed audit | | | |
| | or audits, explain why on Schedule O and describe any steps taken to undergo such audits | | 3b | | |
| | | | Form | 990 | (2021) |

SCHEDULE A

(Form 990)

Department of the Treasury Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

Attach to Form 990 or Form 990-EZ.

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

OMB No. 1545-0047

2021

Open to Public Inspection

Employer identification number Name of the organization 32-0384285 ISSUE ONE Reason for Public Charity Status. (All organizations must complete this part.) See instructions. Part I The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.) A church, convention of churches, or association of churches described in section 170(b)(1)(A)(i). A school described in section 170(b)(1)(A)(ii). (Attach Schedule E (Form 990).) 3 A hospital or a cooperative hospital service organization described in section 170(b)(1)(A)(iii). 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: 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). X 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.) A community trust described in section 170(b)(1)(A)(vi). (Complete Part II.) An agricultural research organization described in section 170(b)(1)(A)(ix) 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 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.) An organization organized and operated exclusively to test for public safety. See section 509(a)(4). 11 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 on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g. 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. 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. 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. 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 and D, and Part V. 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. Enter the number of supported organizations Provide the following information about the supported organization(s). (i) Name of supported (ii) EIN (iii) Type of organization (v) Amount of monetary (vi) Amount of other your governing document? (described on lines 1-10 organization support (see instructions) support (see instructions) No above (see instructions)) Total

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.)

| Sec | Section A. Public Support | | | | | | | |
|------|---|----------------------|----------------------|-----------------------|---------------------|---------------------|---------------|--|
| Cale | ndar year (or fiscal year beginning in) 🕨 | (a) 2017 | (b) 2018 | (c) 2019 | (d) 2020 | (e) 2021 | (f) Total | |
| 1 | Gifts, grants, contributions, and | | | | | | | |
| | membership fees received. (Do not | | | | | | | |
| | include any "unusual grants.") | 3238832. | 4671898. | 4945371. | 19462105. | 6925851. | 39244057. | |
| 2 | Tax revenues levied for the organ- | | | | | | | |
| | ization's benefit and either paid to | | | | | | | |
| | or expended on its behalf | | | | | | | |
| 3 | The value of services or facilities | | | | | | | |
| | furnished by a governmental unit to | | | | | | | |
| | the organization without charge | | | | | | | |
| 4 | Total. Add lines 1 through 3 | 3238832. | 4671898. | 4945371. | 19462105. | 6925851. | 39244057. | |
| 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) | | | | | | 9705816. | |
| | Public support. Subtract line 5 from line 4. | | | | | | 29538241. | |
| Sec | tion B. Total Support | | | | | | | |
| Cale | ndar year (or fiscal year beginning in) ► 📗 | (a) 2017 | (b) 2018 | (c) 2019 | (d) 2020 | (e) 2021 | (f) Total | |
| 7 | Amounts from line 4 | 3238832. | 4671898. | 4945371. | 19462105. | 6925851. | 39244057. | |
| 8 | Gross income from interest, | | | | | | | |
| | dividends, payments received on | | | | | | | |
| | securities loans, rents, royalties, | | | | | | | |
| | and income from similar sources | 4,781. | 2,254. | 1,168. | 87. | 134. | 8,424. | |
| 9 | Net income from unrelated business | | | | | | | |
| | activities, whether or not the | | | | | | | |
| | business is regularly carried on | | | | | | | |
| 10 | Other income. Do not include gain | | | | | | | |
| | or loss from the sale of capital | | | | | | | |
| | assets (Explain in Part VI.) | 18,649. | 528. | 21,136. | 500. | 45,372. | | |
| 11 | Total support. Add lines 7 through 10 | | | | | | 39338666. | |
| | Gross receipts from related activities, | · · | , | | | 12 | 12,977. | |
| 13 | First 5 years. If the Form 990 is for th | e organization's fir | st, second, third, f | ourth, or fifth tax y | ear as a section 50 | 01(c)(3) | | |
| | organization, check this box and stop | | | | | | > | |
| | tion C. Computation of Public | | | | | | 75 00 | |
| | Public support percentage for 2021 (li | | | | | 14 | 75.09 % | |
| | Public support percentage from 2020 | | | | | 15 | 70.03 % | |
| 16a | 16a 33 1/3% support test - 2021. 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 | | | | | | | |
| b | b 33 1/3% support test - 2020. 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 | | | | | | | |
| 47- | | | | | | | | |
| 1/a | 7a 10% -facts-and-circumstances test - 2021. 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 | | | | | | | |
| | | | | - | | _ | . — | |
| L | meets the facts-and-circumstances test | - | • | | - | 70. and line 15 in | | |
| a | 10% -facts-and-circumstances test | _ | | | | | 10% Or | |
| | more, and if the organization meets the | | | | - | | ightharpoonup | |
| 19 | organization meets the facts-and-circu | | | | | | \ | |
| 10 | Private foundation. If the organization | i did not check a t | JUX UITIIIIE 13, 168 | a, 100, 17a, 0r 1/b | , check this box at | iu see instructions | <u> </u> | |

Schedule A (Form 990) 2021

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.)

| Se | ction A. Public Support | , | | | | | |
|------|--|---|-------------------|---|----------|----------|-----------|
| Cale | ndar year (or fiscal year beginning in) | (a) 2017 | (b) 2018 | (c) 2019 | (d) 2020 | (e) 2021 | (f) Total |
| 1 | Gifts, grants, contributions, and | | | | | | |
| | membership fees received. (Do not | | | | | | |
| | include any "unusual grants.") | | | | | | |
| 2 | Gross receipts from admissions, | | | | | | |
| | merchandise sold or services per- | | | | | | |
| | formed, or facilities furnished in any activity that is related to the | | | | | | |
| | organization's tax-exempt purpose | | | | | | |
| 3 | Gross receipts from activities that | | | | | | |
| | are not an unrelated trade or bus- | | | | | | |
| | iness under section 513 | | | | | | |
| 4 | Tax revenues levied for the organ- | | | | | | |
| | ization's benefit and either paid to | | | | | | |
| | or expended on its behalf | | | | | | |
| 5 | The value of services or facilities | | | | | | |
| | furnished by a governmental unit to | | | | | | |
| | the organization without charge | | | | | | |
| 6 | Total. Add lines 1 through 5 | | | | | | |
| 78 | Amounts included on lines 1, 2, and | | | | | | |
| - | 3 received from disqualified persons | | | | | | |
| k | 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 | | | | | | |
| | Add lines 7a and 7b | | | | | | |
| 8 | Public support. (Subtract line 7c from line 6.) | | | | | | |
| | ction B. Total Support | | T | T | Т | T | 1 |
| | ndar year (or fiscal year beginning in) | (a) 2017 | (b) 2018 | (c) 2019 | (d) 2020 | (e) 2021 | (f) Total |
| | Amounts from line 6 | | | | | | |
| 10a | Gross income from interest, dividends, payments received on | | | | | | |
| | securities loans, rents, royalties, | | | | | | |
| | and income from similar sources | | | | | | |
| k | Unrelated business taxable income | | | | | | |
| | (less section 511 taxes) from businesses | | | | | | |
| | acquired after June 30, 1975 | | | | | | |
| | Add lines 10a and 10b | | | | | | |
| " | Net income from unrelated business activities not included on line 10b, | | | | | | |
| | whether or not the business is | | | | | | |
| 10 | regularly carried on Other income. Do not include gain | | | | | | |
| 12 | or loss from the sale of capital | | | | | | |
| 10 | assets (Explain in Part VI.) | | | | | | |
| | Total support. (Add lines 9, 10c, 11, and 12.) | | rot opening their | foundly an extra to | l | 01(a)(2) | <u> </u> |
| 14 | First 5 years. If the Form 990 is for the | · · | | • | • | | |
| Sec | check this box and stop here ction C. Computation of Publi | | | • | | | |
| | Public support percentage for 2021 (li | | | column (fl) | | 15 | % |
| | Public support percentage from 2020 | , | , | | | 16 | % |
| | ction D. Computation of Inves | | | | | 1 | 70 |
| | Investment income percentage for 20 | | | ne 13, column (f)) | | 17 | % |
| | Investment income percentage from 2 | | | | | 18 | % |
| | 33 1/3% support tests - 2021. If the | | | | | | |
| - | more than 33 1/3%, check this box ar | | | | | | |
| k | 33 1/3% support tests - 2020. If the | | | | | | |
| | line 18 is not more than 33 1/3%, che | | | | | | |
| 20 | Private foundation If the organization | | | | | | |

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Schedule A (Form 990) 2021

ISSUE ONE

Part IV | Supporting Organizations

(Complete only if you checked a box in line 12 on Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

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

| | Yes | No |
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| Га | Gontinued) | | | |
|-----|--|-----------|------|-----|
| | | | Yes | No |
| 11 | Has the organization accepted a gift or contribution from any of the following persons? | | | |
| а | A person who directly or indirectly controls, either alone or together with persons described on lines 11b and | | | |
| | 11c below, the governing body of a supported organization? | 11a | | |
| | A family member of a person described on line 11a above? | 11b | | |
| С | A 35% controlled entity of a person described on line 11a or 11b above? If "Yes" to line 11a, 11b, or 11c, provide | | | |
| 800 | <u>detail in</u> Part VI. tion B. Type I Supporting Organizations | 11c | | |
| Sec | tion B. Type i Supporting Organizations | | 1 | |
| | | | Yes | No |
| 1 | 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 "No," 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. | 1 | | |
| 2 | 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 "Yes," explain in | | | |
| | Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, | 2 | | |
| Sec | supervised, or controlled the supporting organization. tion C. Type II Supporting Organizations | | | |
| | | | Yes | No |
| 1 | Were a majority of the organization's directors or trustees during the tax year also a majority of the directors | | 163 | 140 |
| • | or trustees of each of the organization's supported organization(s)? If "No," 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). | 1 | | |
| Sec | tion D. All Type III Supporting Organizations | | ' | |
| | | | Yes | No |
| 1 | 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? | 1 | | |
| 2 | 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 "No," explain in Part VI how | | | |
| | the organization maintained a close and continuous working relationship with the supported organization(s). | 2 | | |
| 3 | By reason of the relationship described on 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 "Yes," describe in Part VI the role the organization's | | | |
| | supported organizations played in this regard. | 3 | | |
| Sec | tion E. Type III Functionally Integrated Supporting Organizations | | | |
| 1 | Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions) | - | | |
| а | The organization satisfied the Activities Test. Complete line 2 below. | | | |
| b | The organization is the parent of each of its supported organizations. Complete line 3 below. | | | |
| С | The organization supported a governmental entity. Describe in Part VI how you supported a governmental entity (see in | struction | l' I | |
| 2 | Activities Test. Answer lines 2a and 2b below. | | Yes | No |
| а | 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 "Yes," 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. | 2a | | |
| b | Did the activities described on 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 "Yes," explain in | | | |
| | Part VI the reasons for the organization's position that its supported organization(s) would have engaged in | OI- | | |
| • | these activities but for the organization's involvement. | 2b | | |
| 3 | Parent of Supported Organizations. Answer lines 3a and 3b below. | | | |
| а | Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or | 2- | | |
| h | trustees of each of the supported organizations? <i>If</i> "Yes" or "No" provide details in Part VI. Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each | 3a | | |
| b | Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes." describe in Part VI the role played by the organization in this regard. | 3b | | |
| | or ito supported organizations: [[-] fes. describe Fait VI the fole biaved by the organization in this regard. | UU | | |

Schedule A (Form 990) 2021

132025 01-04-22

| Pa | t V Type III Non-Functionally Integrated 509(a)(3) Supporti | ng Organ | izations | g |
|------|--|----------------|-----------------------------|--------------------------------|
| 1 | Check here if the organization satisfied the Integral Part Test as a qualify | ing trust on I | Nov. 20, 1970 (explain in | Part VI). See instructions. |
| | All other Type III non-functionally integrated supporting organizations mu | | | |
| Sect | ion A - Adjusted Net Income | | (A) Prior Year | (B) Current Year (optional) |
| 1 | Net short-term capital gain | 1 | | |
| 2 | Recoveries of prior-year distributions | 2 | | |
| _3_ | Other gross income (see instructions) | 3 | | |
| 4 | Add lines 1 through 3. | 4 | | |
| _5 | Depreciation and depletion | 5 | | |
| 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) | 6 | | |
| 7 | Other expenses (see instructions) | 7 | | |
| _8_ | Adjusted Net Income (subtract lines 5, 6, and 7 from line 4) | 8 | | |
| Sect | ion B - Minimum Asset Amount | | (A) Prior Year | (B) Current Year (optional) |
| 1 | Aggregate fair market value of all non-exempt-use assets (see | | | |
| | instructions for short tax year or assets held for part of year): | | | |
| а | Average monthly value of securities | 1a | | |
| b | Average monthly cash balances | 1b | | |
| с | Fair market value of other non-exempt-use assets | 1c | | |
| d | Total (add lines 1a, 1b, and 1c) | 1d | | |
| е | Discount claimed for blockage or other factors | | | |
| | (explain in detail in Part VI): | | | |
| 2 | Acquisition indebtedness applicable to non-exempt-use assets | 2 | | |
| _3_ | Subtract line 2 from line 1d. | 3 | | |
| 4 | Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, | | | |
| | see instructions). | 4 | | |
| _5 | Net value of non-exempt-use assets (subtract line 4 from line 3) | 5 | | |
| _6_ | Multiply line 5 by 0.035. | 6 | | |
| _7_ | Recoveries of prior-year distributions | 7 | | |
| 8 | Minimum Asset Amount (add line 7 to line 6) | 8 | | |
| Sect | ion C - Distributable Amount | | | Current Year |
| 1 | Adjusted net income for prior year (from Section A, line 8, column A) | 1 | | |
| 2 | Enter 0.85 of line 1. | 2 | | |
| 3 | Minimum asset amount for prior year (from Section B, line 8, column A) | 3 | | |
| 4 | Enter greater of line 2 or line 3. | 4 | | |
| 5 | Income tax imposed in prior year | 5 | | |
| 6 | Distributable Amount. Subtract line 5 from line 4, unless subject to | | | |
| | emergency temporary reduction (see instructions). | 6 | | |
| 7 | Check here if the current year is the organization's first as a non-function | ally integrate | ed Type III supporting orga | nization (see |

Schedule A (Form 990) 2021

instructions).

Schedule A (Form 990) 2021

e Excess from 2021

Schedule B

(Form 990)

Department of the Treasury Internal Revenue Service

Name of the organization

Schedule of Contributors

Attach to Form 990 or Form 990-PF.

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

OMB No. 1545-0047

2021

Employer identification number

ISSUE ONE 32-0384285 Organization type (check one): Filers of: Section: X 501(c)(3) (enter number) organization Form 990 or 990-EZ 4947(a)(1) nonexempt charitable trust not treated as a private foundation 527 political organization Form 990-PF 501(c)(3) exempt private foundation 4947(a)(1) nonexempt charitable trust treated as a private foundation 501(c)(3) taxable 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 X For an organization described in section 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), 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

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990), 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).

religious, charitable, etc., contributions totaling \$5,000 or more during the year

LHA For Paperwork Reduction Act Notice, see the instructions for Form 990, 990-EZ, or 990-PF.

Schedule B (Form 990) (2021)

Schedule B (Form 990) (2021) Page 2

Name of organization

Employer identification number

32-0384285

| Part I | Contributors (see instructions). Use duplicate copies of Part I if add | litional space is needed. |
|------------|--|--|
| (a) | (b) | (c) (d) |
| No. 1 | Name, address, and ZIP + 4 | \$ 225,000. Type of contribution Person X Payroll Noncash (Complete Part II for noncash contributions.) |
| (a) No. | (b) Name, address, and ZIP + 4 | (c) (d) Total contributions Type of contribution |
| 2 | | \$ 700,000. Person X Payroll Noncash (Complete Part II for noncash contributions.) |
| (a) | (b) | (c) (d) |
| No. 3 | Name, address, and ZIP + 4 | Total contributions Type of contribution Person X Payroll Noncash (Complete Part II for noncash contributions.) |
| (a) | (b) | (c) (d) |
| No. 4 | Name, address, and ZIP + 4 | \$ 150,000. Type of contribution Person X Payroll Noncash (Complete Part II for noncash contributions.) |
| (a) No. | (b) Name, address, and ZIP + 4 | (c) (d) Total contributions Type of contribution |
| 5 | | Person X Payroll Noncash (Complete Part II for noncash contributions.) |
| (a) No. | (b) Name, address, and ZIP + 4 | (c) (d) Total contributions Type of contribution |
| 6 | | Person X Payroll Noncash (Complete Part II for noncash contributions.) |

Schedule B (Form 990) (2021) Page **2**

Name of organization

Employer identification number

32-0384285

| Part I | Contributors (see instructions). Use duplicate copies of Part I if ad | ditional space is needed. | |
|------------|---|----------------------------|--|
| (a) No. | (b) Name, address, and ZIP + 4 | (c) Total contributions | (d) Type of contribution |
| 7 | | \$\$ | Person X Payroll Noncash (Complete Part II for noncash contributions.) |
| (a) No. | (b) Name, address, and ZIP + 4 | (c) Total contributions | (d) Type of contribution |
| 8 | | \$500,000• | Person X Payroll |
| (a) No. | (b) Name, address, and ZIP + 4 | (c) Total contributions | (d) Type of contribution |
| 9 | | \$\$\$ | Person X Payroll |
| (a) | (b) | (c) | (d) |
| No. 10 | Name, address, and ZIP + 4 | * \$ 200,000. | Person X Payroll Noncash (Complete Part II for noncash contributions.) |
| (a) No. | (b) Name, address, and ZIP + 4 | (c) Total contributions | (d) Type of contribution |
| 11 | | \$\$ | Person X Payroll Noncash (Complete Part II for noncash contributions.) |
| (a) No. | (b) Name, address, and ZIP + 4 | (c) Total contributions | (d) Type of contribution |
| | | \$ | Person Payroll Noncash Complete Part II for noncash contributions.) |

Page 3

Name of organization Employer identification number

ISSUE ONE

32-0384285

| (a) No. Trom Description of noncash property given (c) FMV (or estimate) (See instructions.) (a) No. Trom Description of noncash property given (c) FMV (or estimate) (See instructions.) (a) No. Trom Description of noncash property given (c) FMV (or estimate) (See instructions.) (b) Description of noncash property given (c) FMV (or estimate) (See instructions.) (a) No. Trom Description of noncash property given (See instructions.) (a) No. Trom Description of noncash property given (See instructions.) (b) FMV (or estimate) (See instructions.) (c) FMV (or estimate) (See instructions.) (d) No. Trom Description of noncash property given (See instructions.) (a) No. Trom Description of noncash property given (See instructions.) (b) Description of noncash property given (See instructions.) | | additional space is needed. | Noncash Property (see instructions). Use duplicate copies of Par | art II |
|--|----------------------|-----------------------------|--|-------------|
| (a) No. from Description of noncash property given Santal (c) FMV (or estimate) (See instructions.) (a) No. from Description of noncash property given (c) FMV (or estimate) (See instructions.) (a) No. from Description of noncash property given (c) FMV (or estimate) (See instructions.) (b) FMV (or estimate) (See instructions.) (c) FMV (or estimate) (See instructions.) (d) No. from Description of noncash property given (c) FMV (or estimate) (See instructions.) (a) No. from Description of noncash property given (c) FMV (or estimate) (See instructions.) (a) No. from Description of noncash property given (c) FMV (or estimate) (See instructions.) | (d) Date received | FMV (or estimate) | | No. from |
| (a) No. Poscription of noncash property given (b) PMV (or estimate) (See instructions.) (c) PMV (or estimate) (See instructions.) (d) No. Poscription of noncash property given (e) PMV (or estimate) (See instructions.) (f) PMV (or estimate) (See instructions.) (g) No. Pom Description of noncash property given (g) PMV (or estimate) (See instructions.) (g) PMV (or estimate) (See instructions.) (g) No. Pom Description of noncash property given (g) PMV (or estimate) (See instructions.) (g) PMV (or estimate) (See instructions.) (g) PMV (or estimate) (See instructions.) | | ¢ | | _ |
| (a) No. rom Description of noncash property given (b) FMV (or estimate) (See instructions.) (c) FMV (or estimate) (See instructions.) (d) No. rom Description of noncash property given (a) No. rom Description of noncash property given (a) No. rom Description of noncash property given (b) FMV (or estimate) (See instructions.) (c) FMV (or estimate) (See instructions.) (d) No. rom Description of noncash property given (a) No. rom Description of noncash property given (b) FMV (or estimate) (See instructions.) | (d) Date received | (c) FMV (or estimate) | | No. rom |
| No. om Description of noncash property given (See instructions.) (a) (b) (c) (See instructions.) (b) (c) (FMV (or estimate) (See instructions.) (b) (c) (FMV (or estimate) (See instructions.) (a) (b) (See instructions.) (b) (C) (See instructions.) (c) (FMV (or estimate) (See instructions.) (d) (d) (d) (d) (d) (See instructions.) (a) (e) (find the property given (See instructions.) (b) (find the property given (See instructions.) (a) (b) (find the property given (See instructions.) | | \$ | | |
| (a) No. rom art I (b) PMV (or estimate) (See instructions.) (a) No. rom Description of noncash property given (b) PMV (or estimate) (See instructions.) (c) FMV (or estimate) (See instructions.) (d) No. rom Description of noncash property given (a) No. rom Description of noncash property given (b) PMV (or estimate) (See instructions.) | (d) Date received | FMV (or estimate) | | No. rom |
| No. rom Description of noncash property given (a) No. rom Description of noncash property given (b) FMV (or estimate) (See instructions.) (c) FMV (or estimate) (See instructions.) (d) No. rom Description of noncash property given (a) No. rom Description of noncash property given (b) FMV (or estimate) (See instructions.) (a) No. rom Description of noncash property given (b) FMV (or estimate) (See instructions.) | | \$ | | |
| (a) No. rom Part I (b) FMV (or estimate) (See instructions.) \$ (a) No. (b) FMV (or estimate) (See instructions.) | (d) Date received | FMV (or estimate) | | No. rom |
| No. (b) FMV (or estimate) (See instructions.) (a) No. (b) Description of noncash property given (b) FMV (or estimate) (See instructions.) (c) FMV (or estimate) (c) FMV (or estimate) (c) FMV (or estimate) (See instructions.) | | \$ | | |
| (a) (b) (c) FMV (or estimate) (See instructions.) | (d) Date received | FMV (or estimate) | | No. rom |
| No. (b) FMV (or estimate) (See instructions.) | | \$ | | |
| | (d) Date received | FMV (or estimate) | | No. rom |
| | | | | |

Page 4

Name of organization **Employer identification number** ISSUE ONE 32-0384285 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. (Enter this info. once.) Use duplicate copies of Part III if additional space is needed. (a) No. from (b) Purpose of gift (c) Use of gift (d) Description of how gift is held Part I (e) Transfer of gift Transferee's name, address, and ZIP + 4 Relationship of transferor to transferee (a) No. from (b) Purpose of gift (c) Use of gift (d) Description of how gift is held Part I (e) Transfer of gift Transferee's name, address, and ZIP + 4 Relationship of transferor to transferee (a) No. from (b) Purpose of gift (c) Use of gift (d) Description of how gift is held Part I (e) Transfer of gift Transferee's name, address, and ZIP + 4 Relationship of transferor to transferee (a) No. from (b) Purpose of gift (c) Use of gift (d) Description of how gift is held Part I (e) Transfer of gift Transferee's name, address, and ZIP + 4 Relationship of transferor to transferee

SCHEDULE C (Form 990)

Political Campaign and Lobbying Activities

OMB No. 1545-0047

Open to Public Inspection

Department of the Treasury Internal Revenue Service

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.

If the organization answered "Yes," on Form 990, Part IV, line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then

- Section 501(c)(3) organizations: Complete Parts I-A and B. Do not complete Part I-C.
- Section 501(c) (other than section 501(c)(3)) organizations: Complete Parts I-A and C below. Do not complete Part I-B.
- Section 527 organizations: Complete Part I-A only.

If the organization answered "Yes," on Form 990, Part IV, line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)): Complete Part II-A. Do not complete Part II-B.
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)): Complete Part II-B. Do not complete Part II-A.

If the organization answered "Yes," on Form 990, Part IV, line 5 (Proxy Tax) (See separate instructions) or Form 990-EZ, Part V, line 35c (Proxy Tax) (See separate instructions), then

| Name of orga | unization | ions. Complete Part III. | | Empl | lover identification number |
|---|--|--|---|---|---|
| Name of orga | | Emp | Employer identification number | | |
| Part I-A | ISSUE O | or is a section 527 or | 32-0384285 | | |
| 1 Provide2 Political | a description of the organiz campaign activity expendit | ation's direct and indirect politic ures gn activities | al campaign activities in | n Part IV. ►\$ | |
| Part I-B | Complete if the org | anization is exempt und | er section 501(c)(| 3). | |
| 2 Enter the 3 If the org 4a Was a c | e amount of any excise tax e amount of any excise tax ganization incurred a sectio | incurred by the organization und incurred by organization managen 4955 tax, did it file Form 4720 | der section 4955 ers under section 4955 for this year? | ► \$ ► \$ | Yes No |
| Part I-C | | anization is exempt und | er section 501(c), | except section 501(c |)(3). |
| 1 Enter the | e amount directly expended e amount of the filing organ | I by the filing organization for se ization's funds contributed to ot | ction 527 exempt funct her organizations for se | ion activities | |
| 3 Total ex | empt function expenditures | . Add lines 1 and 2. Enter here a | and on Form 1120-POL, | | |
| | | | | | |
| 5 Enter the made particular contribution | e names, addresses and em ayments. For each organiza tions received that were pro | nployer identification number (El tion listed, enter the amount pain party and directly delivered to additional space is needed, proving the state of the space is needed, proving the state of the space is needed, proving the state of the space is needed. | N) of all section 527 pol d from the filing organiz a separate political orga | litical organizations to which ation's funds. Also enter the anization, such as a separat | n the filing organization e amount of political |
| | (a) Name | (b) Address | (c) EIN | (d) Amount paid from filing organization's funds. If none, enter -0 | (e) Amount of political contributions received and promptly and directly delivered to a separate political organization. If none, enter -0 |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

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

Schedule C (Form 990) 2021

LHA

132041 11-03-21

| Schedule C (Form 990) 2021 | ISSUE | | | 384285 Page 2 | | | | |
|---|---|---|-------------------|---------------|--|--|--|--|
| Part II-A Complete if the section 501(h | _ | n is exempt under section 501(c)(3) and file | ed Form 5768 (ele | ction under | | | | |
| | 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). | | | | | | | |
| _ ' ' | | ed box A and "limited control" provisions apply. | | | | | | |
| (The term | (a) Filing organization's totals | (b) Affiliated group totals | | | | | | |
| 1a Total lobbying expenditure | 107,718. | | | | | | | |
| b Total lobbying expenditure | s to influence a leg | slative body (direct lobbying) | 129,658. | | | | | |
| c Total lobbying expenditure | s (add lines 1a and | 1b) | 237,376. | | | | | |
| d Other exempt purpose exp | | | 5,421,243. | | | | | |
| e Total exempt purpose expe | enditures (add lines | 1c and 1d) | 5,658,619. | | | | | |
| f Lobbying nontaxable amou | unt. Enter the amou | nt from the following table in both columns. | 432,931. | | | | | |
| If the amount on line 1e, colu | ımn (a) or (b) is: | The lobbying nontaxable amount is: | | | | | | |
| Not over \$500,000 | | 20% of the amount on line 1e. | | | | | | |
| Over \$500,000 but not ove | er \$1,000,000 | \$100,000 plus 15% of the excess over \$500,000. | | | | | | |
| Over \$1,000,000 but not o | ver \$1,500,000 | \$175,000 plus 10% of the excess over \$1,000,000. | | | | | | |
| Over \$1,500,000 but not o | ver \$17,000,000 | \$225,000 plus 5% of the excess over \$1,500,000. | | | | | | |
| Over \$17,000,000 | | \$1,000,000. | | | | | | |
| g Grassroots nontaxable am | ount (enter 25% of | line 1f) | 108,233. | | | | | |
| h Subtract line 1g from line 1 | • | , | 0. | | | | | |
| i Subtract line 1f from line 1 | • | | 0. | | | | | |
| | • | line 1h or line 1i, did the organization file Form 4720 | | | | | | |
| reporting section 4911 tax | | , , | | Yes No | | | | |
| , <u>J</u> | • | 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 | | | | | | | |
| | | ,g | | | | | | |

| Lobbying Expenditures During 4-Year Averaging Period | | | | | | | | |
|---|-----------------|-----------------|----------|------------------|------------|--|--|--|
| Calendar year (or fiscal year beginning in) | (a) 2018 | (b) 2019 | (c) 2020 | (d) 2021 | (e) Total | | | |
| 2a Lobbying nontaxable amount | 352,295. | 375,791. | 941,387. | 432,931. | 2,102,404. | | | |
| b Lobbying ceiling amount (150% of line 2a, column(e)) | | | | | 3,153,606. | | | |
| c Total lobbying expenditures | 75,000. | 140,824. | 246,051. | 237,376. | 699,251. | | | |
| d Grassroots nontaxable amount | 88,074. | 93,948. | 235,347. | 108,233. | 525,602. | | | |
| e Grassroots ceiling amount (150% of line 2d, column (e)) | | | | | 788,403. | | | |
| f Grassroots lobbying expenditures | 75,000. | 67,655. | 208,971. | 107,718. | 459,344. | | | |

Schedule C (Form 990) 2021

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 | | | (b) | |
|------------------|---|-------------|-------------------------------|------------|-------|
| | e lobbying activity. | Yes No | | Amount | |
| | 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: | | | | |
| b | Volunteers? Paid staff or management (include compensation in expenses reported on lines 1c through 1i)? | | | | |
| | Media advertisements? | | | | |
| | Mailings to members, legislators, or the public? | | | | |
| | Publications, or published or broadcast statements? | | | | |
| | Grants to other organizations for lobbying purposes? | | | | |
| _ | Direct contact with legislators, their staffs, government officials, or a legislative body? | | | | |
| | Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means? | | | | |
| | Other activities? | | | | |
| | Total. Add lines 1c through 1i | | | | |
| | Did the activities in line 1 cause the organization to be not described in section 501(c)(3)? | | | | |
| | If "Yes," enter the amount of any tax incurred under section 4912 | | | | |
| | If "Yes," enter the amount of any tax incurred by organization managers under section 4912 | | | | |
| | If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year? | <u>5) o</u> | r sec | tion | |
| ı aı | 501(c)(6). | | | | |
| | | | | Yes | No |
| 1 | Were substantially all (90% or more) dues received nondeductible by members? | | 1 | | |
| 2 | Did the organization make only in-house lobbying expenditures of \$2,000 or less? | | 2 | | |
| 3 | Did the organization agree to carry over lobbying and political campaign activity expenditures from the prior years t III-B Complete if the organization is exempt under section 501(c)(4), section 501(c)(5) | | 3 | | |
| | 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No" OR answered "Yes." | | Part I | II-A, line | 3, is |
| 1 2 | Dues, assessments and similar amounts from members Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political | | | | |
| _ | | | 1 | | |
| | | | 1 | | |
| а | expenses for which the section 527(f) tax was paid). | | | | |
| | expenses for which the section 527(f) tax was paid). Current year | | 2a 2b | | |
| b | expenses for which the section 527(f) tax was paid). Current year Carryover from last year | | 2a 2b | | |
| b c | expenses for which the section 527(f) tax was paid). Current year Carryover from last year Total | | 2a | | |
| b c | expenses for which the section 527(f) tax was paid). Current year Carryover from last year Total Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues | | 2a 2b 2c | | |
| b c | expenses for which the section 527(f) tax was paid). Current year Carryover from last year Total | | 2a 2b 2c | | |
| b c | expenses for which the section 527(f) tax was paid). Current year Carryover from last year Total Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess | | 2a 2b 2c | | |
| b c 3 4 | expenses for which the section 527(f) tax was paid). Current year Carryover from last year Total Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues 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 | | 2a 2b 2c 3 | | |
| b c 3 4 | expenses for which the section 527(f) tax was paid). Current year Carryover from last year Total Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues 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? Taxable amount of lobbying and political expenditures. See instructions | | 2a 2b 2c 3 | | |
| b c 3 4 | expenses for which the section 527(f) tax was paid). Current year Carryover from last year Total Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues 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? Taxable amount of lobbying and political expenditures. See instructions | | 2a 2b 2c 3 4 5 | nd 2 (See | |
| b c 3 4 | expenses for which the section 527(f) tax was paid). Current year Carryover from last year Total Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues 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? Taxable amount of lobbying and political expenditures. See instructions t IV Supplemental Information de 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 | | 2a 2b 2c 3 4 5 | nd 2 (See | |
| b c 3 4 | expenses for which the section 527(f) tax was paid). Current year Carryover from last year Total Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues 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? Taxable amount of lobbying and political expenditures. See instructions t IV Supplemental Information de 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 | | 2a 2b 2c 3 4 5 | nd 2 (See | |
| b c 3 4 | expenses for which the section 527(f) tax was paid). Current year Carryover from last year Total Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues 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? Taxable amount of lobbying and political expenditures. See instructions t IV Supplemental Information de 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 | | 2a 2b 2c 3 4 5 | nd 2 (See | |
| b c 3 4 | expenses for which the section 527(f) tax was paid). Current year Carryover from last year Total Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues 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? Taxable amount of lobbying and political expenditures. See instructions t IV Supplemental Information de 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 | | 2a 2b 2c 3 | nd 2 (See | |
| b c 3 4 | expenses for which the section 527(f) tax was paid). Current year Carryover from last year Total Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues 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? Taxable amount of lobbying and political expenditures. See instructions t IV Supplemental Information de 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 | | 2a 2b 2c 3 | nd 2 (See | |

SCHEDULE D (Form 990)

Department of the Treasury Internal Revenue Service

Supplemental Financial Statements

► Complete if the organization answered "Yes" on Form 990,
Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.

► Attach to Form 990.

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

OMB No. 1545-0047

Inspection

Name of the organization ISSUE ONE **Employer identification number** 32-0384285

| Pai | organizations Maintaining Donor Advised organization answered "Yes" on Form 990, Part IV, line | | or Accounts. Complete if the |
|-----|--|--|--|
| | | (a) Donor advised funds | (b) Funds and other accounts |
| 1 | Total number at end of year | | |
| 2 | Aggregate value of contributions to (during year) | | |
| 3 | Aggregate value of grants from (during year) | | |
| 4 | Aggregate value at end of year | | |
| 5 | Did the organization inform all donors and donor advisors in w | | ed funds |
| | are the organization's property, subject to the organization's e | exclusive legal control? | Yes No |
| 6 | Did the organization inform all grantees, donors, and donor ad | | |
| | for charitable purposes and not for the benefit of the donor or | donor advisor, or for any other purpose of | conferring |
| | impermissible private benefit? | | Yes No |
| Pai | t II Conservation Easements. Complete if the org | anization answered "Yes" on Form 990, F | Part IV, line 7. |
| 1 | Purpose(s) of conservation easements held by the organization | n (check all that apply). | |
| | Preservation of land for public use (for example, recreat | ion or education) Preservation of | a historically important land area |
| | Protection of natural habitat | Preservation of | a certified historic structure |
| | Preservation of open space | | |
| 2 | Complete lines 2a through 2d if the organization held a qualifi | ed 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 |
| а | Total number of conservation easements | | 2a |
| b | | | |
| С | Number of conservation easements on a certified historic stru | | |
| d | Number of conservation easements included in (c) acquired a | | |
| | listed in the National Register | • | I I |
| 3 | Number of conservation easements modified, transferred, rele | | |
| | year▶ | , , | 3 |
| 4 | Number of states where property subject to conservation ease | ement is located | |
| 5 | Does the organization have a written policy regarding the peri | • | |
| | violations, and enforcement of the conservation easements it | | ☐ Yes ☐ No |
| 6 | Staff and volunteer hours devoted to monitoring, inspecting, h | | |
| | • | | |
| 7 | Amount of expenses incurred in monitoring, inspecting, handl | ing of violations, and enforcing conservat | ion easements during the year |
| | ▶ \$ | | |
| 8 | Does each conservation easement reported on line 2(d) above | e satisfy the requirements of section 170(l | n)(4)(B)(i) |
| | and section 170(h)(4)(B)(ii)? | | Yes No |
| 9 | In Part XIII, describe how the organization reports conservation | | |
| | balance sheet, and include, if applicable, the text of the footne | ote to the organization's financial stateme | ents that describes the |
| | organization's accounting for conservation easements. | - | |
| Pai | t III Organizations Maintaining Collections of | Art, Historical Treasures, or Ot | her 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 | 3, not to report in its revenue statement a | nd balance sheet works |
| | of art, historical treasures, or other similar assets held for pub | lic exhibition, education, or research in fu | rtherance of public |
| | service, provide in Part XIII the text of the footnote to its finan- | cial statements that describes these item | S. |
| b | If the organization elected, as permitted under FASB ASC 958 | B, to report in its revenue statement and b | palance sheet works of |
| | art, historical treasures, or other similar assets held for public | | |
| | provide the following amounts relating to these items: | , | , |
| | (i) Revenue included on Form 990, Part VIII, line 1 | | > \$ |
| | | | |
| 2 | If the organization received or held works of art, historical trea | | |
| _ | the following amounts required to be reported under FASB AS | | |
| а | Revenue included on Form 990, Part VIII, line 1 | _ | > \$ |
| | | | . . |
| | For Paperwork Reduction Act Notice, see the Instructions | | Schedule D (Form 990) 2021 |

132051 10-28-21

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization

(i) Unrelated organizations (ii) Related organizations 3a(ii) **b** If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? 3b

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

Land, Buildings, and Equipment.

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

| Description of property | (a) Cost or other basis (investment) | (b) Cost or other basis (other) | (c) Accumulated depreciation | (d) Book value |
|---|--------------------------------------|---------------------------------|------------------------------|----------------|
| 1a Land | | | | |
| b Buildings | | | | |
| c Leasehold improvements | | 56,221. | 51,970. | 4,251. |
| d Equipment | | 144,256. | 122,759. | 21,497. |
| e Other | | 81,672. | 69,172. | 12,500. |
| Total. Add lines 1a through 1e. (Column (d) must equa | 38,248. | | | |

Schedule D (Form 990) 2021

h

С

32-0384285 Page 3 ISSUE ONE Schedule D (Form 990) 2021 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. (b) Book value (c) Method of valuation: Cost or end-of-year market value (a) Description of security or category (including name of security) (1) Financial derivatives (2) Closely held equity interests (3) Other (A) (B) (C) (D) (E) (F) (G) (H) 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. (a) Description of investment (b) Book value (c) Method of valuation: Cost or end-of-year market value (1) (2) (3) (4) (5) (6)(7) (8) (9)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. (a) Description (b) Book value (1)(2)(3) (4)(5) (6) (7)(8) (9) Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.) Other Liabilities. Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25. (a) Description of liability (b) Book value (1) Federal income taxes 116,542 DEFERRED LEASE INCENTIVES (3)(4)(5)

(9)116,542. Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.) 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

Schedule D (Form 990) 2021

(6)(7)(8)

6,980,798.

| Sche | dule D (Form 990) 2021 ISSUE ONE | | 32- | 0384285 Page |
|------|--|---------------------|----------------|--------------|
| Pai | t XI Reconciliation of Revenue per Audited Financial Sta | atements With Reven | ue per Return. | |
| | Complete if the organization answered "Yes" on Form 990, Part IV, I | line 12a. | | |
| 1 | Total revenue, gains, and other support per audited financial statements | 1 | 6,980,798 | |
| 2 | Amounts included on line 1 but not on Form 990, Part VIII, line 12: | | | |
| а | Net unrealized gains (losses) on investments | 2a | | |
| b | Donated services and use of facilities | 2b | | |
| С | Recoveries of prior year grants | 2c | | |
| d | Other (Describe in Part XIII.) | 2d | | |
| е | Add lines 2a through 2d | | 2e | 0 |
| 3 | Subtract line 2e from line 1 | | 3 | 6,980,798 |
| 4 | Amounts included on Form 990, Part VIII, line 12, but not on line 1: | | | |
| а | Investment expenses not included on Form 990, Part VIII, line 7b | 4a | | |
| b | Other (Describe in Part XIII.) | 4b | | |
| _ | Add lines 4e and 4h | · | 10 | l n |

Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12. 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. 6,280,243. 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 2b **b** Prior year adjustments 2c Other (Describe in Part XIII.) Add lines 2a through 2d 2e 6,280,243 Subtract line **2e** from line **1** 3 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 Other (Describe in Part XIII.) c Add lines 4a and 4b 4c 6,280,243 Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)

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:

ISSUE ONE ACCOUNTS FOR INCOME TAXES IN ACCORDANCE WITH THE ACCOUNTING STANDARDS CODIFICATION (ASC) TOPIC INCOME TAXES. THESE PROVISIONS PROVIDE CONSISTENT GUIDANCE FOR THE ACCOUNTING FOR UNCERTAINTY IN INCOME TAXES RECOGNIZED IN AN ENTITY'S FINANCIAL STATEMENTS AND PRESCRIBE A THRESHOLD OF "MORE LIKELY THAN NOT" FOR RECOGNITION AND DERECOGNITION OF TAX POSITIONS TAKEN OR EXPECTED TO BE TAKEN IN A TAX RETURN. THE MANAGEMENT OF ISSUE ONE PERFORMED AN EVALUATION OF UNCERTAIN TAX POSITIONS FOR THE YEARS ENDED JUNE 30, 2022 AND 2021, AND DETERMINED THAT THERE WERE NO MATTERS THAT WOULD REQUIRE RECOGNITION IN THE FINANCIAL STATEMENTS OR THAT IT IS THE ORGANIZATION'S MAY HAVE AN EFFECT ON ITS TAX-EXEMPT STATUS. POLICY TO RECOGNIZE INTEREST AND/OR PENALTIES RELATED TO UNCERTAIN TAX

Schedule D (Form 990) 2021

14120216 712177 71499

SCHEDULE I (Form 990)

Department of the Treasury Internal Revenue Service **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.

OMB No. 1545-0047

2021

Open to Public

Inspection

Schedule I (Form 990) 2021

Name of the organization **Employer identification number** ISSUE ONE 32-0384285 Part I **General Information on Grants and Assistance** 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 X Yes criteria used to award the grants or assistance? Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States. Part II 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. (f) Method of 1 (a) Name and address of organization (b) EIN (c) IRC section (d) Amount of (e) Amount of (g) Description of (h) Purpose of grant valuation (book, or government (if applicable) cash grant noncash noncash assistance or assistance FMV, appraisal, assistance other) ISSUE ONE ACTION 1401 K STREET, NW SUITE 350 WASHINGTON, DC 20005 46-0792299 501(C)(4) 90,000. 0 PROGRAMMATIC SUPPORT Enter total number of section 501(c)(3) and government organizations listed in the line 1 table Enter total number of other organizations listed in the line 1 table

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

32-0384285 ISSUE ONE Schedule I (Form 990) 2021 Page 2 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. (e) Method of valuation (book, FMV, appraisal, other) (c) Amount of (a) Type of grant or assistance (b) Number of (d) Amount of non-(f) Description of noncash assistance recipients cash grant cash assistance 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: WHILE ISSUE ONE OCCASIONALLY PROVIDES SUPPORT TO OTHER EXEMPT ORGANIZATIONS, WE ARE NOT GENERALLY A GRANT-MAKING ORGANIZATION.

SCHEDULE J (Form 990)

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

➤ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.

➤ Attach to Form 990.

2021

OMB No. 1545-0047

Open to Public Inspection

Internal Revenue Service Name of the organization

Department of the Treasury

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

Name of the organization

ISSUE ONE

Substitute of the organization number 32-0384285

Part I Questions Regarding Compensation

| | | | Yes | No |
|------------|--|----|-----|-----|
| 1 a | 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 Housing allowance or residence for personal use | | | |
| | Travel for companions Payments for business use of personal residence | | | |
| | Tax indemnification and gross-up payments Health or social club dues or initiation fees | | | |
| | Discretionary spending account 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 | 1b | | |
| 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? | 2 | | |
| | tradicios, and onlosts, molading the object billotter, regarding the terms of bottod of fine fact. | _ | | |
| 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 Written employment contract Independent compensation consultant Compensation survey or study | | | |
| | | | | |
| | Form 990 of other organizations X 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: | | | |
| а | Receive a severance payment or change-of-control payment? | 4a | | Х |
| b | Participate in or receive payment from a supplemental nonqualified retirement plan? | 4b | | X |
| | Participate in or receive payment from an equity-based compensation arrangement? | 4c | | Х |
| | If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III. | | | |
| | | | | |
| | Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9. | | | |
| 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: | | | |
| а | The organization? | 5a | | X |
| | Any related organization? | 5b | | Х |
| | 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: | | | |
| а | The organization? | 6a | | _X_ |
| b | Any related organization? | 6b | | Х |
| | 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 | 7 | | X |
| 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 | 8 | | X |
| 9 | If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in | | | |
| | Regulations section 53.4958-6(c)? | 9 | | |

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

Schedule J (Form 990) 2021

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.

| | | (B) Breakdown of W | I-2 and/or 1099-MIS0 compensation | C and/or 1099-NEC | (C) Retirement and other deferred | (D) Nontaxable benefits | (E) Total of columns (B)(i)-(D) | in column (B) |
|-------------------------------|------|--------------------------|-------------------------------------|-------------------------------------|-----------------------------------|-------------------------|------------------------------------|---|
| (A) Name and Title | | (i) Base compensation | (ii) Bonus & incentive compensation | (iii) Other reportable compensation | compensation | | | reported as deferred on prior Form 990 |
| (1) NICHOLAS PENNIMAN | (i) | 253,861. | 0. | 0. | 12,182. | 44,703. | | 0. |
| CHIEF EXECUTIVE OFFICER | (ii) | 978. | 0. | 0. | 47. | 172. | 1,197. | 0. |
| (2) AMELIA LEONARDI | (i) | 165,855. | 0. | 0. | 8,487. | 46,852. | 221,194. | 0. |
| CHIEF OPERATING OFFICER | (ii) | 2,202. | 0. | 0. | 113. | 622. | 2,937. | 0. |
| (3) ETHAN ROME | (i) | 181,647. | 0. | 0. | 9,037. | 29,589. | 220,273. | 0. |
| CHIEF OF STRATEGY AND PROGRAM | (ii) | 1,827. | 0. | 0. | 91. | 298. | | 0. |
| (4) ANNE SNOUCK-HURGRONJE | (i) | 160,348. | 0. | 0. | 7,901. | 18,493. | 186,742. | 0. |
| CHIEF DEVELOPMENT OFFICER | (ii) | 717. | 0. | 0. | 35. | 83. | 835. | 0. |
| (5) MEREDITH MCGEHEE | (i) | 145,994. | 0. | 0. | 7,146. | 26,468. | 179,608. | 0. |
| EXECUTIVE DIRECTOR | (ii) | 0. | 0. | 0. | 0. | 0. | 0. | 0. |
| | (i) | | | | | | | |
| | (ii) | | | | | | | |
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| | (ii) | | | | | | | |

Page 2

SCHEDULE M (Form 990)

Noncash Contributions

OMB No. 1545-0047

Open to Public Inspection

Department of the Treasury Internal Revenue Service

▶ Complete if the organizations answered "Yes" on Form 990, Part IV, lines 29 or 30.

➤ Attach to Form 990.

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

Employer identification number Name of the organization ISSUE ONE 32-0384285

| Par | t I 1 | ypes of Property | | | | | |
|----------|------------|--|------------------|---|--|--------------------|------------|
| | | | (a) | (b) | (c) | (d) | |
| | | | Check if | Number of contributions or | Noncash contribution amounts reported on | Method of dete | • |
| | | | applicable | | Form 990, Part VIII, line 1g | noncash contributi | on amounts |
| 1 | Art - Wo | rks of art | | | | | |
| 2 | | torical treasures | | | | | |
| 3 | | ctional interests | | | | | |
| 4 | | nd publications | | | | | |
| 5 | | and household goods | | | | | |
| 6 | | d other vehicles | | | | | |
| 7 | | nd planes | | | | | |
| 8 | | ual property | | | | | |
| 9 | Securitie | es - Publicly traded | Х | 7 | 200,268. | QUOTED MARKE | T PRICES |
| 10 | | es - Closely held stock | | | - | | |
| 11 | | es - Partnership, LLC, or | | | | | |
| | trust inte | erests | | | | | |
| 12 | Securitie | es - Miscellaneous | | | | | |
| 13 | | d conservation contribution - | | | | | |
| | Historic | structures | | | | | |
| 14 | | conservation contribution - Other | | | | | |
| 15 | Real est | ate - Residential | | | | | |
| 16 | Real est | ate - Commercial | | | | | |
| 17 | Real est | ate - Other | | | | | |
| 18 | Collectib | oles | | | | | |
| 19 | Food inv | ventory | | | | | |
| 20 | Drugs a | nd medical supplies | | | | | |
| 21 | Taxiderr | ny | | | | | |
| 22 | Historica | al artifacts | | | | | |
| 23 | Scientifi | c specimens | | | | | |
| 24 | Archeol | ogical artifacts | | | | | |
| 25 | Other | ' | | | | | |
| 26 | Other | ' | | | | | |
| 27 | Other |) () | | | | | |
| 28 | Other | | | | | | |
| 29 | | of Forms 8283 received by the organiz | - | · | | | |
| | for whic | h the organization completed Form 828 | 33, Part V, D | onee Acknowledg | ement 29 | | |
| | | | | | | | Yes No |
| 30a | | he year, did the organization receive by | | | | | |
| | | ld for at least three years from the date | | , | • | | V |
| | • | purposes for the entire holding period? | ? | | | | 30a X |
| | | describe the arrangement in Part II. | | and a substantial state of the | | 0 | . V |
| 31 | | e organization have a gift acceptance p | | | | ions? | 31 X |
| 32a | | e organization hire or use third parties o | | | | | 32a X |
| L | contribu | | | | | ····· | 32a X |
| | | describe in Part II. | oluma (a) far | a type of property | for which column (a) is about | skod | |
| 33 | | ganization didn't report an amount in co | oluttiti (C) f0f | a type of property | nor which column (a) is ched | rkeu, | |
| | GESCHIDE | e in Part II. | | | | | |

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990. Schedule M (Form 990) 2021

132142 11-17-21

SCHEDULE O (Form 990)

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.

Attach to Form 990 or Form 990-EZ.

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

2021
Open to Public Inspection

OMB No. 1545-0047

Department of the Treasury
Internal Revenue Service

Name of the organization

ISSUE ONE

Employer identification number 32-0384285

FORM 990, PART I, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

ISSUE ONE IS THE LEADING CROSSPARTISAN POLITICAL REFORM GROUP IN

WASHINGTON, DC. WE UNITE REPUBLICANS, DEMOCRATS, AND INDEPENDENTS IN

THE MOVEMENT TO FIX OUR BROKEN POLITICAL SYSTEM AND BUILD AN INCLUSIVE

DEMOCRACY THAT WORKS FOR EVERYONE. WE ARE DEDICATED TO BUILDING A CROSS

PARTISAN MOVEMENT, EDUCATING THE PUBLIC AND DECISION-MAKERS ON CAPITOL

HILL, AND PASSING BIPARTISAN LEGISLATION.

FORM 990, PART III, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

ISSUE ONE IS THE LEADING CROSSPARTISAN POLITICAL REFORM GROUP IN

WASHINGTON, DC. WE UNITE REPUBLICANS, DEMOCRATS, AND INDEPENDENTS IN

THE MOVEMENT TO FIX OUR BROKEN POLITICAL SYSTEM AND BUILD AN INCLUSIVE

DEMOCRACY THAT WORKS FOR EVERYONE. WE ARE DEDICATED TO BUILDING A CROSS

PARTISAN MOVEMENT, EDUCATING THE PUBLIC AND DECISION-MAKERS ON CAPITOL

HILL, AND PASSING BIPARTISAN LEGISLATION.

FORM 990, PART VI, SECTION A, LINE 8B:

THERE ARE NO SUCH COMMITTEES.

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

FORM 990 IS DRAFTED BY THE ORGANIZATION'S INDEPENDENT AUDITORS, THEN

REVIEWED BY THE EXECUTIVE DIRECTOR AND THE DIRECTOR OF FINANCE AND

ADMINISTRATION. UPON ACCEPTANCE AND PRIOR TO FILING, A COPY OF THE 990 IS

DISTRIBUTED TO ALL MEMBERS OF THE BOARD OF DIRECTORS.

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

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

Schedule O (Form 990) 2021

Schedule O (Form 990) 2021 Page 2

Name of the organization **Employer identification number** 32-0384285 ISSUE ONE POTENTIAL CONFLICTS ARE DISCLOSED TO MEMBERS OF THE GOVERNING BOARD AND ANY MEMBERS WITH POTENTIAL CONFLICTS ARE PROHIBITED FROM VOTING ON RELATED MATTERS. FORM 990, PART VI, SECTION B, LINE 15A: THE BOARD OF DIRECTORS CONDUCTS RESEARCH TO DETERMINE COMPARABLE SALARIES WITHIN THE SECTOR, AND SETS AND APPROVES THE CEO'S ANNUAL COMPENSATION. FORM 990, PART VI, SECTION C, LINE 19: THE ORGANIZATION MAKES AVAILABLE ITS FINANCIAL STATEMENTS TO THE PUBLIC UPON REQUEST. HOWEVER, WE DO NOT MAKE GENERALLY AVAILABLE OUR GOVERNING DOCUMENTS AND CONFLICT OF INTEREST POLICY. FORM 990, PART IX, LINE 11G, OTHER FEES: PAYROLL ADMIN EXPENSES: PROGRAM SERVICE EXPENSES 0. MANAGEMENT AND GENERAL EXPENSES 4,305. FUNDRAISING EXPENSES 0. TOTAL EXPENSES 4,305. PROFESSIONAL SERVICES: 1,384,290. PROGRAM SERVICE EXPENSES MANAGEMENT AND GENERAL EXPENSES 26,895. FUNDRAISING EXPENSES 11,758. 1,422,943. TOTAL EXPENSES CONSULTANTS: 1,421,183. PROGRAM SERVICE EXPENSES Schedule O (Form 990) 2021 132212 11-11-21

| Schedule O (Form 990) 2021 | Page 2 |
|--|---|
| Name of the organization ISSUE ONE | Employer identification number 32-0384285 |
| MANAGEMENT AND GENERAL EXPENSES | 107,511. |
| FUNDRAISING EXPENSES | 44,492. |
| TOTAL EXPENSES | 1,573,186. |
| TOTAL OTHER FEES ON FORM 990, PART IX, LINE 11G, COL A | 3,000,434. |
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SCHEDULE R (Form 990)

Related Organizations and Unrelated Partnerships

Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.

Attach to Form 990.

Department of the Treasury Internal Revenue Service Name of the organization

ISSUE ONE

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

OMB No. 1545-0047

Open to Public Inspection

Employer identification number

32-0384285

| (a) | (b) (c) | | (d) | (e) | (e) | | (f) | | |
|---|---------------------------------------|---|-------------------------------|---------------------------------------|-------------------------------|-----------------|----------|--|--|
| Name, address, and EIN (if applicable) of disregarded entity | Primary activity | Legal domicile (state of foreign country) | or Total inco | eme End-of-year | r assets | | | g | |
| | | | | | | | | | |
| | | | | | | | | | |
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| | | | | | | | | | |
| Part II Identification of Related Tax-Exempt Organizations during the tax year. | anizations. Complete if the organizat | ion answered "Yes" on Form 990 |), Part IV, line 34, I | pecause it had one | or more i | related tax-exe | mpt | | |
| (a) Name, address, and EIN of related organization | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Exempt Code section | (e) Public charity status (if section | (f) Direct controlling entity | | conti | g) 512(b)(13) rolled tity? | |
| | | | | 501(c)(3)) | | | Yes | No | |
| ISSUE ONE ACTION - 46-0792299 | | | | | | | | | |
| 1401 K STREET, NW, SUITE 350 WASHINGTON, DC 20005 | SOCIAL WELFARE | DISTRICT OF COLUMBIA | 501(C)(4) | | N/A | | | Х | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| For Paperwork Reduction Act Notice, see the Instru | ctions for Form 990 | | | | | Schedule R | (Form 90 | 30) 303 | |

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.

| (a) | (b) | (c) | (d) | (e) | (f) | (g) | (h) | | (i) | (j) | (k) | | |
|-------------------------|------------------|-------------------|--------------------|--|----------------|-----------------------|------------------|---------|--|---------|-------------------------|--|--|
| Name, address, and EIN | Primary activity | Legal domicile | Direct controlling | Predominant income (related, unrelated, excluded from tax under sections 512-514) | Share of total | Share of | Disproportionate | | Code V-UBI | General | Percentage ownership | | |
| of related organization | | (state or foreign | entity | excluded from tax under | income | end-of-year assets | | itions? | amount in box 20 of Schedule K-1 (Form 1065) | partner | ownership | | |
| | | country) | | sections 512-514) | | | Yes | No | K-1 (Form 1065) | Yes N | 0 | | |
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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.

| (a) Name, address, and EIN of related organization | (b) Primary activity | (c) Legal domicile (state or foreign | (d) Direct controlling entity | (e) Type of entity (C corp, S corp, or trust) | (f) Share of total income | (g) Share of end-of-year assets | (h) Percentage ownership | | tion b)(13) rolled tity? |
|--|--------------------------------|--------------------------------------|-------------------------------|---|---------------------------------|---------------------------------|--------------------------------|-----|-----------------------------------|
| | | country) | | , | | | | Yes | No |
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a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity

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

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?

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

| b | Gift, grant, or capital contribution to related organization(s) | | | | 1b | Х | |
|----------|--|----------------------------------|------------------------|---|-------|---|---|
| | Gift, grant, or capital contribution from related organization(s) | | | | 1c | | X |
| | Loans or loan guarantees to or for related organization(s) | | | | 1d | | X |
| | Loans or loan guarantees by related organization(s) | | | | 1e | | Х |
| | | | | | | | |
| f | Dividends from related organization(s) | | | | 1f | | X |
| g | Sale of assets to related organization(s) | | | | 1g | | Х |
| h | Purchase of assets from related organization(s) | | | | 1h | | Х |
| i | Exchange of assets with related organization(s) | | | | 1i | | Х |
| j | Lease of facilities, equipment, or other assets to related organization(s) | | | | 1j | | Х |
| | | | | | | | |
| k | Lease of facilities, equipment, or other assets from related organization(s) | | | | 1k | | Х |
| 1 | Performance of services or membership or fundraising solicitations for related organ | | | | 11 | | Х |
| m | Performance of services or membership or fundraising solicitations by related organ | nization(s) | | | 1m | | Х |
| | Sharing of facilities, equipment, mailing lists, or other assets with related organization | | | | 1n | Х | |
| | | | | | 10 | Х | |
| | | | | | | | |
| р | Reimbursement paid to related organization(s) for expenses | | | | 1p | | Х |
| | Reimbursement paid by related organization(s) for expenses | | | | 1q | Х | |
| | | | | | | | |
| r | Other transfer of cash or property to related organization(s) | | | | 1r | | Х |
| | Other transfer of cash or property from related organization(s) | | | | 1s | | Х |
| 2 | If the answer to any of the above is "Yes," see the instructions for information on wh | | | | | | |
| | (a) Name of related organization | (b) Transaction type (a-s) | (c) Amount involved | (d) Method of determining amount inv | olved | | |
| 1) - | ISSUE ONE ACTION | В | 90,000. | BOARD APPROVED SUPPORT | | | |
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| 2) | | | | | | | |
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| 3) | | | | | | | |
| 4) | | | | | | | |
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| 5) | | | | | | | |
| 6) | | | | | | | |
| <u> </u> | | I. | <u>I</u> | | | | |

Page 3

Yes No

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.

| (a) Name, address, and EIN of entity | (b) Primary activity | (c) | (d) Predominant income (related, unrelated, excluded from tax under sections 512-514) | Are all partners sec. 501(c)(3) orgs.? Yes No | (f) Share of total income | (g) Share of end-of-year assets | (h) Disproptionat allocatio | Code V-UBI amount in box 2 of Schedule K- | General of managing partner? Yes No | (k) Percentage ownership |
|--|----------------------|-----|---|--|------------------------------------|--|-----------------------------|---|--------------------------------------|--------------------------|
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