

EXTENDED TO FEBRUARY 16, 2016

OMB No. 1545-0047

Form **990**

**Return of Organization Exempt From Income Tax**

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

**2014**

Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

Do not enter social security numbers on this form as it may be made public.

Information about Form 990 and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

**A** For the 2014 calendar year, or tax year beginning **JUL 1, 2014** and ending **JUN 30, 2015**

|  |  |   |  |
|--|--|---|--|
| <b>B</b> Check if applicable:<br><input type="checkbox"/> Address change<br><input type="checkbox"/> Name change<br><input type="checkbox"/> Initial return<br><input type="checkbox"/> Final return/terminated<br><input type="checkbox"/> Amended return<br><input type="checkbox"/> Application pending | <b>C</b> Name of organization<br><b>THINK SMALL</b>                        |   | <b>D</b> Employer identification number<br><b>41-1260581</b>   |
|  | Doing business as  |   | <b>E</b> Telephone number<br><b>651-641-0305</b>   |
|  | Number and street (or P.O. box if mail is not delivered to street address) | Room/suite  | <b>G</b> Gross receipts \$ <b>25,169,314.</b>  |
|  | 10 YORKTON COURT   |   | <b>H(a)</b> Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| City or town, state or province, country, and ZIP or foreign postal code<br><b>SAINT PAUL, MN 55117</b>  |  | <b>H(b)</b> Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No |  |
| <b>F</b> Name and address of principal officer: <b>BARBARA YATES</b><br><b>SAME AS C ABOVE</b>   |  | If "No," attach a list. (see instructions)  |  |
| <b>I</b> Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c)( ) (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527  |  | <b>H(c)</b> Group exemption number ▶  |  |
| <b>J</b> Website: <b>WWW.THINKSMALL.ORG</b>  |  |   |  |
| <b>K</b> Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶  |  | <b>L</b> Year of formation: <b>1975</b> <b>M</b> State of legal domicile: <b>MN</b>                 |  |

| Part I Summary   |  | Prior Year                               | Current Year               |
|--|--|--|----------------------------|
| Activities & Governance  | 1 Briefly describe the organization's mission or most significant activities: <b>TO ADVANCE QUALITY CARE AND EDUCATION OF CHILDREN IN THEIR CRUCIAL EARLY YEARS.</b> |  |                            |
|  | 2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.                            |  |                            |
|  | 3 Number of voting members of the governing body (Part VI, line 1a)  | 3  | 19                         |
|  | 4 Number of independent voting members of the governing body (Part VI, line 1b)  | 4  | 19                         |
|  | 5 Total number of individuals employed in calendar year 2014 (Part V, line 2a)   | 5  | 119                        |
|  | 6 Total number of volunteers (estimate if necessary)   | 6  | 128                        |
|  | 7 a Total unrelated business revenue from Part VIII, column (C), line 12   | 7a                                       | 0.                         |
| b Net unrelated business taxable income from Form 990-T, line 34 | 7b   | 0.                                       |                            |
| Revenue  | 8 Contributions and grants (Part VIII, line 1h)  | 17,117,049.                              | 21,130,060.                |
|  | 9 Program service revenue (Part VIII, line 2g)   | 489,970.                                 | 507,612.                   |
|  | 10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)   | 2,095.                                   | 4,200.                     |
|  | 11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)  | 2,090,646.                               | 2,366,344.                 |
|  | 12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)  | 19,699,760.                              | 24,008,216.                |
|  | 13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)  | 11,655,176.                              | 15,163,266.                |
| Expenses   | 14 Benefits paid to or for members (Part IX, column (A), line 4)   | 0.                                       | 0.                         |
|  | 15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)   | 4,477,846.                               | 4,986,584.                 |
|  | 16a Professional fundraising fees (Part IX, column (A), line 11e)  | 0.                                       | 0.                         |
|  | b Total fundraising expenses (Part IX, column (D), line 25) ▶ <b>305,292.</b>  |  |                            |
|  | 17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)  | 3,574,734.                               | 3,634,804.                 |
|  | 18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)   | 19,707,756.                              | 23,784,654.                |
| 19 Revenue less expenses. Subtract line 18 from line 12          | -7,996.  | 223,562.                                 |                            |
| Net Assets or Fund Balances                                      | 20 Total assets (Part X, line 16)  | Beginning of Current Year<br>11,176,921. | End of Year<br>11,367,785. |
|  | 21 Total liabilities (Part X, line 26)   | 6,974,281.                               | 6,920,127.                 |
|  | 22 Net assets or fund balances. Subtract line 21 from line 20  | 4,202,640.                               | 4,447,658.                 |

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

|                        |   |  |  |  |                          |
|------------------------|---|--|--|--|--------------------------|
| Sign Here              | Signature of officer  | Date   |  |  |                          |
|                        | <b>BARBARA YATES, PRESIDENT &amp; CEO</b><br>Type or print name and title |  |  |  |                          |
| Paid Preparer Use Only | Print/Type preparer's name<br><b>CHRISTINE OLSEN</b>                      | Preparer's signature<br><i>Christine Olsen</i> | Date<br><b>11/3/15</b>   | Check <input type="checkbox"/> self-employed | PTIN<br><b>P01591802</b> |
|                        | Firm's name<br>▶ <b>CLIFTONLARSONALLEN LLP</b>                            | Firm's EIN ▶ <b>41-0746749</b>                 | Firm's address<br>▶ <b>220 SOUTH SIXTH STREET, SUITE 300<br/>MINNEAPOLIS, MN 55402</b> |  |                          |
|                        |   |  | Phone no. <b>612-376-4500</b>  |  |                          |

May the IRS discuss this return with the preparer shown above? (see instructions)  Yes  No

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III [X]

1 Briefly describe the organization's mission: TO ADVANCE QUALITY CARE AND EDUCATION OF CHILDREN IN THEIR CRUCIAL EARLY YEARS.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? [ ] Yes [X] No

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? [ ] Yes [X] No

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses.

4a (Code: ) (Expenses \$ 17,139,098. including grants of \$ 15,103,750.) (Revenue \$ 0.) SCHOLARSHIPS AND OTHER FINANCIAL SUPPORTS: THINK SMALL SERVES PROVIDERS AND FAMILIES WITH TARGETED FINANCIAL SUPPORTS.

4b (Code: ) (Expenses \$ 2,304,571. including grants of \$ 57,138.) (Revenue \$ 439,283.) PROFESSIONAL DEVELOPMENT, CONSULTATION, AND COACHING: THINK SMALL PROVIDES METRO-WIDE PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOCUSED ON THE ESSENTIAL ELEMENTS OF HIGH QUALITY CARE.

4c (Code: ) (Expenses \$ 2,092,134. including grants of \$ 0.) (Revenue \$ 2,400,008.) PUBLISHING: A LEADING PUBLISHER OF CURRICULUM, MANAGEMENT, PROFESSIONAL DEVELOPMENT, AND BUSINESS RESOURCES FOR ADULTS WHO CARE FOR, TEACH, AND NURTURE YOUNG CHILDREN, REDLEAF PRESS PUBLISHES ON A BROAD RANGE OF TOPICS.

4d Other program services (Describe in Schedule O.) (Expenses \$ 1,005,569. including grants of \$ 2,378.) (Revenue \$ 596.)

4e Total program service expenses 22,541,372.

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

**Part IV Checklist of Required Schedules** (continued)

|   | Yes | No |
|---|-----|----|
| 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? <i>If "Yes," complete Schedule I, Parts I and II</i> .....   | X   |    |
| 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? <i>If "Yes," complete Schedule I, Parts I and III</i> .....   |     | X  |
| 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? <i>If "Yes," complete Schedule J</i> .....  | 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? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i> .....                           |     | X  |
| b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? .....   |     |    |
| c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? .....  |     |    |
| d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? .....   |     |    |
| 25a <b>Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i> .....  |     | X  |
| b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i> .....  |     | X  |
| 26 Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If "Yes," complete Schedule L, Part II</i> .....                                 |     | X  |
| 27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i> ..... |     | X  |
| 28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):  |     |    |
| a A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> .....  |     | X  |
| b A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> .....   |     | X  |
| c An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i> .....   |     | X  |
| 29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i> .....  |     | X  |
| 30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i> .....  |     | X  |
| 31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i> .....  |     | X  |
| 32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i> .....  |     | X  |
| 33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i> .....  |     | X  |
| 34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i> .....  |     | X  |
| 35a Did the organization have a controlled entity within the meaning of section 512(b)(13)? .....   |     | 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)? <i>If "Yes," complete Schedule R, Part V, line 2</i> .....  |     |    |
| 36 <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i> .....   |     | 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? <i>If "Yes," complete Schedule R, Part VI</i> .....   |     | X  |
| 38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? <b>Note.</b> All Form 990 filers are required to complete Schedule O .....  | X   |    |

Part V Statements Regarding Other IRS Filings and Tax Compliance

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

Table with columns: Question, 1a, 1b, 2a, 3a, 3b, 4a, 5a, 5b, 5c, 6a, 6b, 7a, 7b, 7c, 7d, 7e, 7f, 7g, 7h, 8, 9a, 9b, 10a, 10b, 11a, 11b, 12a, 12b, 13a, 13b, 13c, 14a, 14b, Yes, No. Includes questions about Form 1096, Form W-2G, Form W-3, and various tax compliance items.

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 in Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI [X]

Section A. Governing Body and Management

Table with columns for line number, question, and Yes/No responses. Includes questions 1a through 9 regarding governing body members, relationships, and documentation.

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

Table with columns for line number, question, and Yes/No responses. Includes questions 10a through 16b regarding local chapters, policies, conflict of interest, and joint ventures.

Section C. Disclosure

- List of disclosure questions 17 through 20 regarding public inspection, website availability, and record keeping.

**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 instructions for definition of "key employee."
- List the organization's five current highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's former officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's former directors or trustees that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

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

| (A)<br>Name and Title             | (B)<br>Average hours per week (list any hours for related organizations below line) | (C)<br>Position (do not check more than one box, unless person is both an officer and a director/trustee) |                       |         |              |                              |        | (D)<br>Reportable compensation from the organization (W-2/1099-MISC) | (E)<br>Reportable compensation from related organizations (W-2/1099-MISC) | (F)<br>Estimated amount of other compensation from the organization and related organizations |
|-----------------------------------|---|---|-----------------------|---------|--------------|------------------------------|--------|--|---|---|
|                                   |   | Individual trustee or director  | Institutional trustee | Officer | Key employee | Highest compensated employee | Former |  |   |   |
| (1) ROB GRUNEWALD<br>CHAIR        | 1.00  | X   |                       | X       |              |                              | 0.     | 0.   | 0.  |   |
| (2) ANN HILL<br>VICE CHAIR        | 1.00  | X   |                       | X       |              |                              | 0.     | 0.   | 0.  |   |
| (3) HUNTER SAKLAD<br>SECRETARY    | 1.00  | X   |                       | X       |              |                              | 0.     | 0.   | 0.  |   |
| (4) JERRI FRIER<br>TREASURER      | 1.00  | X   |                       | X       |              |                              | 0.     | 0.   | 0.  |   |
| (5) ELAINE BIRKEMEYER<br>DIRECTOR | 1.00  | X   |                       |         |              |                              | 0.     | 0.   | 0.  |   |
| (6) JIM BOYLE<br>DIRECTOR         | 1.00  | X   |                       |         |              |                              | 0.     | 0.   | 0.  |   |
| (7) JACQUELINE CROSS<br>DIRECTOR  | 1.00  | X   |                       |         |              |                              | 0.     | 0.   | 0.  |   |
| (8) MARK CROSS<br>DIRECTOR        | 1.00  | X   |                       |         |              |                              | 0.     | 0.   | 0.  |   |
| (9) BARBARA FABRE<br>DIRECTOR     | 1.00  | X   |                       |         |              |                              | 0.     | 0.   | 0.  |   |
| (10) MATT GROSE<br>DIRECTOR       | 1.00  | X   |                       |         |              |                              | 0.     | 0.   | 0.  |   |
| (11) H. B. HAYDEN JR<br>DIRECTOR  | 1.00  | X   |                       |         |              |                              | 0.     | 0.   | 0.  |   |
| (12) MARSHALL JOHNSON<br>DIRECTOR | 1.00  | X   |                       |         |              |                              | 0.     | 0.   | 0.  |   |
| (13) ROBBIN JOHNSON<br>DIRECTOR   | 1.00  | X   |                       |         |              |                              | 0.     | 0.   | 0.  |   |
| (14) MARK LOFTHUS<br>DIRECTOR     | 1.00  | X   |                       |         |              |                              | 0.     | 0.   | 0.  |   |
| (15) MARIAM MOHAMED<br>DIRECTOR   | 1.00  | X   |                       |         |              |                              | 0.     | 0.   | 0.  |   |
| (16) KATE NOBLE<br>DIRECTOR       | 1.00  | X   |                       |         |              |                              | 0.     | 0.   | 0.  |   |
| (17) JODI SANDFORT<br>DIRECTOR    | 1.00  | X   |                       |         |              |                              | 0.     | 0.   | 0.  |   |

**Part VII** Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

| (A)<br>Name and title  | (B)<br>Average hours per week (list any hours for related organizations below line) | (C)<br>Position (do not check more than one box, unless person is both an officer and a director/trustee) |                       |         |              |                              |        | (D)<br>Reportable compensation from the organization (W-2/1099-MISC) | (E)<br>Reportable compensation from related organizations (W-2/1099-MISC) | (F)<br>Estimated amount of other compensation from the organization and related organizations |
|--|---|---|-----------------------|---------|--------------|------------------------------|--------|--|---|---|
|  |   | Individual trustee or director  | Institutional trustee | Officer | Key employee | Highest compensated employee | Former |  |   |   |
| (18) RHODA REDLEAF<br>DIRECTOR EMERITUS                              | 0.00  | X   |                       |         |              |                              |        | 0.   | 0.  | 0.  |
| (19) MARY ANN BARROWS WARK<br>DIRECTOR EMERITUS                      | 0.00  | X   |                       |         |              |                              |        | 0.   | 0.  | 0.  |
| (20) BARBARA YATES<br>PRESIDENT AND CEO                              | 50.00   |   |                       | X       |              |                              |        | 169,809.   | 0.  | 21,737.   |
| (21) KRISTEN HARINEN<br>DIRECTOR OF FINANCE                          | 40.00   |   |                       | X       |              |                              |        | 77,526.  | 0.  | 8,908.  |
| (22) TODD OTIS<br>CHIEF ADVANCEMENT OFFICER,                         | 40.00   |   |                       |         |              | X                            |        | 109,044.   | 0.  | 12,291.   |
| (23) RAY ABOYAN<br>CHIEF OPERATING OFFICER                           | 40.00   |   |                       |         |              | X                            |        | 126,345.   | 0.  | 25,025.   |
| <b>1b Sub-total</b> .....  |   |   |                       |         |              |                              |        | 482,724.   | 0.  | 67,961.   |
| <b>c Total from continuation sheets to Part VII, Section A</b> ..... |   |   |                       |         |              |                              |        | 0.   | 0.  | 0.  |
| <b>d Total (add lines 1b and 1c)</b> .....                           |   |   |                       |         |              |                              |        | 482,724.   | 0.  | 67,961.   |

**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 **3**

|   | Yes | No |
|---|-----|----|
| <b>3</b> Did the organization list any former officer, director, or trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual .....  |     | X  |
| <b>4</b> 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 ..... | X   |    |
| <b>5</b> 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 .....                       |     | 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)<br>Name and business address                                      | (B)<br>Description of services | (C)<br>Compensation |
|---|--------------------------------|---------------------|
| QUADGRAPHICS, N61 W23044 HARRYS WAY,<br>SUSSEX, WI 53089-3995         | PRINTING SERVICES              | 244,068.            |
| VERSA PRESS INC., 1465 SPRING BAY ROAD,<br>EAST PEORIA, IL 61611-9788 | PRINTING SERVICES              | 223,007.            |
|   |                                |                     |
|   |                                |                     |

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



**Part VIII** Statement of Revenue

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

|  |   |  | (A)  | (B)  | (C)                        | (D)  |  |
|--|---|--|--|--|----------------------------|--|--|
|  |   |  | Total revenue                                | Related or exempt function revenue           | Unrelated business revenue | Revenue excluded from tax under sections 512-514 |  |
| Contributions, Gifts, Grants and Other Similar Amounts | 1 a   | Federated campaigns  | 1a   |  |                            |  |  |
|  | b   | Membership dues  | 1b   |  |                            |  |  |
|  | c   | Fundraising events   | 1c   |  |                            |  |  |
|  | d   | Related organizations  | 1d   |  |                            |  |  |
|  | e   | Government grants (contributions)  | 1e   | 19,945,524.                                  |                            |  |  |
|  | f   | All other contributions, gifts, grants, and similar amounts not included above   | 1f   | 1,184,536.                                   |                            |  |  |
|  | g   | Noncash contributions included in lines 1a-1f: \$  |  | 60.  |                            |  |  |
|  | h   | <b>Total.</b> Add lines 1a-1f  |  | 21,130,060.                                  |                            |  |  |
| Program Service Revenue                                | 2 a   | PROGRAM SERVICE FEES   | Business Code<br>624410                      | 435,606.                                     | 435,606.                   |  |  |
|  | b   | OTHER PROGRAM REVENUE  | 900099                                       | 72,006.                                      | 72,006.                    |  |  |
|  | c   |  |  |  |                            |  |  |
|  | d   |  |  |  |                            |  |  |
|  | e   |  |  |  |                            |  |  |
|  | f   | All other program service revenue  |  |  |                            |  |  |
|  | g   | <b>Total.</b> Add lines 2a-2f  |  | 507,612.                                     |                            |  |  |
| Other Revenue  | 3   | Investment income (including dividends, interest, and other similar amounts)   |  | 4,200.                                       |                            | 4,200.   |  |
|  | 4   | Income from investment of tax-exempt bond proceeds   |  |  |                            |  |  |
|  | 5   | Royalties  |  |  |                            |  |  |
|  | 6 a   | Gross rents  | (i) Real                                     |  |                            |  |  |
|  |   |  | (ii) Personal                                |  |                            |  |  |
|  |   |  | b  | Less: rental expenses                        |                            |  |  |
|  |   |  | c  | Rental income or (loss)                      |                            |  |  |
|  | d   | Net rental income or (loss)  |  |  |                            |  |  |
|  | 7 a   | Gross amount from sales of assets other than inventory   | (i) Securities                               |  |                            |  |  |
|  |   |  | (ii) Other                                   |  |                            |  |  |
|  |   |  | b  | Less: cost or other basis and sales expenses |                            |  |  |
|  |   |  | c  | Gain or (loss)                               |                            |  |  |
|  | d   | Net gain or (loss)   |  |  |                            |  |  |
|  | 8 a   | Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18 | a  |  |                            |  |  |
|  | b   | Less: direct expenses  | b  |  |                            |  |  |
| c  | Net income or (loss) from fundraising events              |  |  |  |                            |  |  |
| 9 a  | Gross income from gaming activities. See Part IV, line 19 | a  |  |  |                            |  |  |
| b  | Less: direct expenses                                     | b  |  |  |                            |  |  |
| c  | Net income or (loss) from gaming activities               |  |  |  |                            |  |  |
| 10 a   | Gross sales of inventory, less returns and allowances     | a  | 3,493,373.                                   |  |                            |  |  |
|  |   | b  | Less: cost of goods sold                     | 1,161,098.                                   |                            |  |  |
|  |   | c  | Net income or (loss) from sales of inventory | 2,332,275.                                   | 2,332,275.                 |  |  |
| Miscellaneous Revenue                                  |   |  | Business Code                                |  |                            |  |  |
| 11 a   | MISCELLANEOUS REVENUE                                     | 900099   | 34,069.                                      |  | 34,069.                    |  |  |
| b  |   |  |  |  |                            |  |  |
| c  |   |  |  |  |                            |  |  |
| d  | All other revenue   |  |  |  |                            |  |  |
| e  | <b>Total.</b> Add lines 11a-11d                           |  | 34,069.                                      |  |                            |  |  |
| 12   | <b>Total revenue.</b> See instructions.                   |  | 24,008,216.                                  | 2,839,887.                                   | 0.                         | 38,269.  |  |

**Part IX Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

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

| Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.  | (A)<br>Total expenses | (B)<br>Program service expenses | (C)<br>Management and general expenses | (D)<br>Fundraising expenses |
|---|-----------------------|---------------------------------|--|-----------------------------|
| 1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21  | 15,163,266.           | 15,163,266.                     |  |                             |
| 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, trustees, and key employees  | 564,715.              | 270,451.                        | 185,928.                               | 108,336.                    |
| 6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)   |                       |                                 |  |                             |
| 7 Other salaries and wages  | 3,629,419.            | 3,115,068.                      | 376,913.                               | 137,438.                    |
| 8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)  | 100,711.              | 95,789.                         | 4,869.                                 | 53.                         |
| 9 Other employee benefits   | 384,992.              | 359,805.                        | 19,890.                                | 5,297.                      |
| 10 Payroll taxes  | 306,747.              | 251,617.                        | 38,366.                                | 16,764.                     |
| 11 Fees for services (non-employees):   |                       |                                 |  |                             |
| a Management  |                       |                                 |  |                             |
| b Legal   | 6,175.                | 468.                            | 5,707.                                 |                             |
| c Accounting  | 20,244.               | 8,000.                          | 12,244.                                |                             |
| d Lobbying  |                       |                                 |  |                             |
| e Professional fundraising services. See Part IV, line 17   |                       |                                 |  |                             |
| f Investment management fees  | 5,380.                |                                 | 5,380.                                 |                             |
| g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch O.)   | 1,227,397.            | 1,164,725.                      | 58,486.                                | 4,186.                      |
| 12 Advertising and promotion  | 415,226.              | 409,718.                        | 4,849.                                 | 659.                        |
| 13 Office expenses  | 735,063.              | 702,563.                        | 22,031.                                | 10,469.                     |
| 14 Information technology   | 175,437.              | 89,820.                         | 80,267.                                | 5,350.                      |
| 15 Royalties  |                       |                                 |  |                             |
| 16 Occupancy  | 322,130.              | 300,251.                        | 16,000.                                | 5,879.                      |
| 17 Travel   | 106,487.              | 85,979.                         | 18,757.                                | 1,751.                      |
| 18 Payments of travel or entertainment expenses for any federal, state, or local public officials   |                       |                                 |  |                             |
| 19 Conferences, conventions, and meetings   | 45,080.               | 32,790.                         | 12,090.                                | 200.                        |
| 20 Interest   | 18,161.               | 15,544.                         | 1,975.                                 | 642.                        |
| 21 Payments to affiliates   |                       |                                 |  |                             |
| 22 Depreciation, depletion, and amortization  | 428,066.              | 387,831.                        | 33,683.                                | 6,552.                      |
| 23 Insurance  | 52,954.               | 27,597.                         | 24,313.                                | 1,044.                      |
| 24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.) |                       |                                 |  |                             |
| a CREDIT CARD/BANK FEES   | 51,898.               | 43,222.                         | 8,079.                                 | 597.                        |
| b BAD DEBT EXPENSE  | 13,982.               | 12,932.                         | 1,045.                                 | 5.                          |
| c SUBSCRIPTIONS AND DUES  | 6,133.                | 3,420.                          | 2,673.                                 | 40.                         |
| d MISCELLANEOUS   | 4,991.                | 516.                            | 4,445.                                 | 30.                         |
| e All other expenses  |                       |                                 |  |                             |
| 25 Total functional expenses. Add lines 1 through 24e   | 23,784,654.           | 22,541,372.                     | 937,990.                               | 305,292.                    |
| 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)

**Part X Balance Sheet**

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

|                             |   | (A)<br>Beginning of year  |                | (B)<br>End of year |            |
|-----------------------------|---|---|----------------|--------------------|------------|
| Assets                      | 1   | Cash - non-interest-bearing   | 411,013.       | 1                  | 490,371.   |
|                             | 2   | Savings and temporary cash investments  | 415,177.       | 2                  | 2,322,283. |
|                             | 3   | Pledges and grants receivable, net  | 318,604.       | 3                  | 66,494.    |
|                             | 4   | Accounts receivable, net  | 5,216,656.     | 4                  | 3,713,101. |
|                             | 5   | Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L   |                | 5                  |            |
|                             | 6   | Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instr). Complete Part II of Sch L |                | 6                  |            |
|                             | 7   | Notes and loans receivable, net   |                | 7                  |            |
|                             | 8   | Inventories for sale or use   | 577,255.       | 8                  | 633,766.   |
|                             | 9   | Prepaid expenses and deferred charges   | 209,512.       | 9                  | 201,247.   |
|                             | 10a   | Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D   | 10a 3,824,699. |                    |            |
|                             | b   | Less: accumulated depreciation  | 10b 2,354,493. |                    |            |
|                             | 11  | Investments - publicly traded securities  | 585,862.       | 11                 | 690,129.   |
|                             | 12  | Investments - other securities. See Part IV, line 11  | 759,301.       | 12                 | 670,969.   |
|                             | 13  | Investments - program-related. See Part IV, line 11   |                | 13                 |            |
|                             | 14  | Intangible assets   | 17,753.        | 14                 | 15,412.    |
|                             | 15  | Other assets. See Part IV, line 11  | 1,030,070.     | 15                 | 1,093,807. |
| 16                          | <b>Total assets.</b> Add lines 1 through 15 (must equal line 34)  | 11,176,921.   | 16             | 11,367,785.        |            |
| Liabilities                 | 17  | Accounts payable and accrued expenses   | 5,194,113.     | 17                 | 3,879,276. |
|                             | 18  | Grants payable  |                | 18                 |            |
|                             | 19  | Deferred revenue  | 1,344,202.     | 19                 | 2,625,769. |
|                             | 20  | Tax-exempt bond liabilities   |                | 20                 |            |
|                             | 21  | Escrow or custodial account liability. Complete Part IV of Schedule D   |                | 21                 |            |
|                             | 22  | Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L  |                | 22                 |            |
|                             | 23  | Secured mortgages and notes payable to unrelated third parties  | 435,966.       | 23                 | 415,082.   |
|                             | 24  | Unsecured notes and loans payable to unrelated third parties  |                | 24                 |            |
|                             | 25  | Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D   |                | 25                 |            |
|                             | 26  | <b>Total liabilities.</b> Add lines 17 through 25   | 6,974,281.     | 26                 | 6,920,127. |
| Net Assets or Fund Balances | Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34. |   |                |                    |            |
|                             | 27  | Unrestricted net assets   | 3,740,182.     | 27                 | 3,943,198. |
|                             | 28  | Temporarily restricted net assets   | 462,458.       | 28                 | 504,460.   |
|                             | 29  | Permanently restricted net assets   |                | 29                 |            |
|                             | Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34.                          |   |                |                    |            |
|                             | 30  | Capital stock or trust principal, or current funds  |                | 30                 |            |
|                             | 31  | Paid-in or capital surplus, or land, building, or equipment fund  |                | 31                 |            |
|                             | 32  | Retained earnings, endowment, accumulated income, or other funds  |                | 32                 |            |
| 33                          | <b>Total net assets or fund balances</b>  | 4,202,640.  | 33             | 4,447,658.         |            |
| 34                          | <b>Total liabilities and net assets/fund balances</b>   | 11,176,921.   | 34             | 11,367,785.        |            |

Form 990 (2014)

**Part 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)  | 1  | 24,008,216. |
| 2  | Total expenses (must equal Part IX, column (A), line 25)   | 2  | 23,784,654. |
| 3  | Revenue less expenses. Subtract line 2 from line 1   | 3  | 223,562.    |
| 4  | Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))                      | 4  | 4,202,640.  |
| 5  | Net unrealized gains (losses) on investments   | 5  | 21,456.     |
| 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 in Schedule O)   | 9  | 0.          |
| 10 | Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B)) | 10 | 4,447,658.  |

**Part 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: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other<br>If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.   |     |    |
| 2a | Were the organization's financial statements compiled or reviewed by an independent accountant?<br>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:<br><input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis |     | X  |
| b  | Were the organization's financial statements audited by an independent accountant?<br>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:<br><input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis                | X   |    |
| c  | 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?<br>If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.   | X   |    |
| 3a | As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?  | X   |    |
| b  | If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits  | X   |    |

Form 990 (2014)

SCHEDULE A
(Form 990 or 990-EZ)

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.

OMB No. 1545-0047

2014

Open to Public
Inspection

Information about Schedule A (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

Name of the organization

THINK SMALL

Employer identification number

41-1260581

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

The organization is not a private foundation because it is: (For lines 1 through 11, check only one box.)

- 1 A church, convention of churches, or association of churches described in section 170(b)(1)(A)(i).
2 A school described in section 170(b)(1)(A)(ii). (Attach Schedule E.)
3 A hospital or a cooperative hospital service organization described in section 170(b)(1)(A)(iii).
4 A medical research organization operated in conjunction with a hospital described in section 170(b)(1)(A)(iii). Enter the hospital's name, city, and state:
5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in section 170(b)(1)(A)(iv). (Complete Part II.)
6 A federal, state, or local government or governmental unit described in section 170(b)(1)(A)(v).
7 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.)
8 A community trust described in section 170(b)(1)(A)(vii). (Complete Part II.)
9 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.)
10 An organization organized and operated exclusively to test for public safety. See section 509(a)(4).
11 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2). See section 509(a)(3). Check the box in lines 11a through 11d that describes the type of supporting organization and complete lines 11e, 11f, and 11g.
a Type I. A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. You must complete Part IV, Sections A and B.
b Type II. A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). You must complete Part IV, Sections A and C.
c Type III functionally integrated. A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). You must complete Part IV, Sections A, D, and E.
d Type III non-functionally integrated. A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). You must complete Part IV, Sections A and D, and Part V.
e Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
f Enter the number of supported organizations
g Provide the following information about the supported organization(s).

f Enter the number of supported organizations
g Provide the following information about the supported organization(s).

Table with 6 main columns: (i) Name of supported organization, (ii) EIN, (iii) Type of organization, (iv) Is the organization listed in your governing document?, (v) Amount of monetary support, (vi) Amount of other support.

**Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**

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

**Section A. Public Support**

| Calendar year (or fiscal year beginning in) ▶   | (a) 2010   | (b) 2011   | (c) 2012   | (d) 2013    | (e) 2014    | (f) Total   |
|---|------------|------------|------------|-------------|-------------|-------------|
| 1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .....  | 6,507,592. | 6,955,864. | 7,247,407. | 17,117,049. | 21,130,060. | 58,957,972. |
| 2 Tax revenues levied for the organization'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 <b>Total.</b> Add lines 1 through 3 .....   | 6,507,592. | 6,955,864. | 7,247,407. | 17,117,049. | 21,130,060. | 58,957,972. |
| 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) ..... |            |            |            |             |             |             |
| 6 <b>Public support.</b> Subtract line 5 from line 4.   |            |            |            |             |             | 58,957,972. |

**Section B. Total Support**

| Calendar year (or fiscal year beginning in) ▶  | (a) 2010   | (b) 2011   | (c) 2012   | (d) 2013    | (e) 2014    | (f) Total   |
|--|------------|------------|------------|-------------|-------------|-------------|
| 7 Amounts from line 4 .....  | 6,507,592. | 6,955,864. | 7,247,407. | 17,117,049. | 21,130,060. | 58,957,972. |
| 8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources .....   | 5,635.     | 2,116.     | 647.       | 2,095.      | 4,200.      | 14,693.     |
| 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.) .....   | 14,277.    | 3,004.     | 9,472.     | 43,367.     | 34,069.     | 104,189.    |
| 11 <b>Total support.</b> Add lines 7 through 10  |            |            |            |             |             | 59,076,854. |
| 12 Gross receipts from related activities, etc. (see instructions) .....   |            |            |            |             | 12          | 18,726,099. |
| 13 <b>First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here ▶ <input type="checkbox"/> |            |            |            |             |             |             |

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

|  |    |                                     |
|--|----|-------------------------------------|
| 14 Public support percentage for 2014 (line 6, column (f) divided by line 11, column (f)) .....  | 14 | 99.80 %                             |
| 15 Public support percentage from 2013 Schedule A, Part II, line 14 .....  | 15 | 99.36 %                             |
| 16a <b>33 1/3% support test - 2014.</b> 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 .....  |    | <input checked="" type="checkbox"/> |
| b <b>33 1/3% support test - 2013.</b> 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 .....   |    | <input type="checkbox"/>            |
| 17a <b>10% -facts-and-circumstances test - 2014.</b> If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization .....    |    | <input type="checkbox"/>            |
| b <b>10% -facts-and-circumstances test - 2013.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ..... |    | <input type="checkbox"/>            |
| 18 <b>Private foundation.</b> If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions .....   |    | <input type="checkbox"/>            |

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

(Complete only if you checked the box on line 9 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

**Section A. Public Support**

| Calendar year (or fiscal year beginning in) ▶  | (a) 2010 | (b) 2011 | (c) 2012 | (d) 2013 | (e) 2014 | (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 performed, 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 business under section 513 .....   |          |          |          |          |          |           |
| 4 Tax revenues levied for the organization'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 .....   |          |          |          |          |          |           |
| 7a Amounts included on lines 1, 2, and 3 received from disqualified persons .....  |          |          |          |          |          |           |
| b 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 .....           |          |          |          |          |          |           |
| c Add lines 7a and 7b .....  |          |          |          |          |          |           |
| 8 Public support (Subtract line 7c from line 6.)   |          |          |          |          |          |           |

**Section B. Total Support**

| Calendar year (or fiscal year beginning in) ▶  | (a) 2010 | (b) 2011 | (c) 2012 | (d) 2013 | (e) 2014 | (f) Total |
|--|----------|----------|----------|----------|----------|-----------|
| 9 Amounts from line 6 .....  |          |          |          |          |          |           |
| 10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources ..... |          |          |          |          |          |           |
| b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975 .....                          |          |          |          |          |          |           |
| c Add lines 10a and 10b .....  |          |          |          |          |          |           |
| 11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on .....     |          |          |          |          |          |           |
| 12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) .....                                 |          |          |          |          |          |           |
| 13 Total support. (Add lines 9, 10c, 11, and 12.)  |          |          |          |          |          |           |

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

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

|   |    |   |
|---|----|---|
| 15 Public support percentage for 2014 (line 8, column (f) divided by line 13, column (f)) ..... | 15 | % |
| 16 Public support percentage from 2013 Schedule A, Part III, line 15 .....                      | 16 | % |

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

|  |    |   |
|--|----|---|
| 17 Investment income percentage for 2014 (line 10c, column (f) divided by line 13, column (f)) ..... | 17 | % |
| 18 Investment income percentage from 2013 Schedule A, Part III, line 17 .....                        | 18 | % |

19a 33 1/3% support tests - 2014. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization

b 33 1/3% support tests - 2013. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions

**Part IV Supporting Organizations**

(Complete only if you checked a box on line 11 of Part I. If you checked 11a of Part I, complete Sections A and B. If you checked 11b of Part I, complete Sections A and C. If you checked 11c of Part I, complete Sections A, D, and E. If you checked 11d of Part I, complete Sections A and D, and complete Part V.)

**Section A. All Supporting Organizations**

|  | Yes | No |
|--|-----|----|
| 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 (b) and (c) 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 11a or 11b in Part I, answer (b) and (c) 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 (b) and (c) 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 (a) its supported organizations; (b) individuals that are part of the charitable class benefited by one or more of its supported organizations; or (c) 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 (defined in IRC 4958(c)(3)(C)), a family member of a substantial contributor, or a 35-percent 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 in 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 in line 9(a)) hold a controlling interest in any entity in which the supporting organization had an interest? If "Yes," provide detail in Part VI.  |     |    |
| c Did a disqualified person (as defined in line 9(a)) 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 IRC 4943 because of IRC 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? If "Yes," answer (b) below.   |     |    |
| b Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)   |     |    |



**Part IV Supporting Organizations** (continued)

|   | Yes | No |
|---|-----|----|
| 11 Has the organization accepted a gift or contribution from any of the following persons?  |     |    |
| a A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization? |     |    |
| 11a   |     |    |
| b A family member of a person described in (a) above?   |     |    |
| 11b   |     |    |
| c A 35% controlled entity of a person described in (a) or (b) above? If "Yes" to a, b, or c, provide detail in Part VI.   |     |    |
| 11c   |     |    |

**Section B. Type I Supporting Organizations**

|   | Yes | No |
|---|-----|----|
| 1 Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's 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 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, supervised, or controlled the supporting organization.   |     |    |
| 2   |     |    |

**Section 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 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  |     |    |

**Section D. 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, (1) a written notice describing the type and amount of support provided during the prior tax year, (2) a copy of the Form 990 that was most recently filed as of the date of notification, and (3) 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 in (2), 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   |     |    |

**Section 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):   |     |    |
| a <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.   |     |    |
| b <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.  |     |    |
| c <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions).  |     |    |
| 2 Activities Test. Answer (a) and (b) below.  |     |    |
| a 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. | Yes | No |
| 2a  |     |    |
| b Did the activities described in (a) 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 these activities but for the organization's involvement.  | Yes | No |
| 2b  |     |    |
| 3 Parent of Supported Organizations. Answer (a) and (b) below.  |     |    |
| a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? Provide details in Part VI.  | Yes | No |
| 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.   | Yes | No |
| 3b  |     |    |

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations**

1  Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970. See instructions. All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

| Section 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                               | <b>Adjusted Net Income</b> (subtract lines 5, 6 and 7 from line 4)   | 8              |                             |

| Section 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): |                |                             |
| a                                | Average monthly value of securities   | 1a             |                             |
| b                                | Average monthly cash balances   | 1b             |                             |
| c                                | Fair market value of other non-exempt-use assets  | 1c             |                             |
| d                                | <b>Total</b> (add lines 1a, 1b, and 1c)   | 1d             |                             |
| e                                | 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 1-1/2% 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 .035   | 6              |                             |
| 7                                | Recoveries of prior-year distributions  | 7              |                             |
| 8                                | <b>Minimum Asset Amount</b> (add line 7 to line 6)  | 8              |                             |

| Section C - Distributable Amount |  | Current Year |
|----------------------------------|--|--------------|
| 1                                | Adjusted net income for prior year (from Section A, line 8, Column A)  | 1            |
| 2                                | Enter 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                                | <b>Distributable Amount.</b> 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-functionally-integrated Type III supporting organization (see instructions).

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations** (continued)

| Section D - Distributions |  | Current Year |
|---------------------------|--|--------------|
| 1                         | Amounts paid to supported organizations to accomplish exempt purposes  |              |
| 2                         | Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity      |              |
| 3                         | Administrative expenses paid to accomplish exempt purposes of supported organizations  |              |
| 4                         | Amounts paid to acquire exempt-use assets  |              |
| 5                         | Qualified set-aside amounts (prior IRS approval required)  |              |
| 6                         | Other distributions (describe in Part VI). See instructions.   |              |
| 7                         | <b>Total annual distributions.</b> Add lines 1 through 6.  |              |
| 8                         | Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions. |              |
| 9                         | Distributable amount for 2014 from Section C, line 6   |              |
| 10                        | Line 8 amount divided by Line 9 amount   |              |

| Section E - Distribution Allocations (see instructions) |   | (i)<br>Excess Distributions | (ii)<br>Underdistributions<br>Pre-2014 | (iii)<br>Distributable<br>Amount for 2014 |
|---|---|-----------------------------|--|---|
| 1   | Distributable amount for 2014 from Section C, line 6  |                             |  |   |
| 2   | Underdistributions, if any, for years prior to 2014 (reasonable cause required-see instructions)  |                             |  |   |
| 3   | Excess distributions carryover, if any, to 2014:  |                             |  |   |
| a   |   |                             |  |   |
| b   |   |                             |  |   |
| c   |   |                             |  |   |
| d   |   |                             |  |   |
| e   | From 2013   |                             |  |   |
| f   | Total of lines 3a through e   |                             |  |   |
| g   | Applied to underdistributions of prior years  |                             |  |   |
| h   | Applied to 2014 distributable amount  |                             |  |   |
| i   | Carryover from 2009 not applied (see instructions)  |                             |  |   |
| j   | Remainder. Subtract lines 3g, 3h, and 3i from 3f.   |                             |  |   |
| 4   | Distributions for 2014 from Section D, line 7: \$   |                             |  |   |
| a   | Applied to underdistributions of prior years  |                             |  |   |
| b   | Applied to 2014 distributable amount  |                             |  |   |
| c   | Remainder. Subtract lines 4a and 4b from 4.   |                             |  |   |
| 5   | Remaining underdistributions for years prior to 2014, if any. Subtract lines 3g and 4a from line 2 (if amount greater than zero, see instructions). |                             |  |   |
| 6   | Remaining underdistributions for 2014. Subtract lines 3h and 4b from line 1 (if amount greater than zero, see instructions).                        |                             |  |   |
| 7   | Excess distributions carryover to 2015. Add lines 3j and 4c.  |                             |  |   |
| 8   | Breakdown of line 7:  |                             |  |   |
| a   |   |                             |  |   |
| b   |   |                             |  |   |
| c   |   |                             |  |   |
| d   | Excess from 2013  |                             |  |   |
| e   | Excess from 2014  |                             |  |   |

Schedule A (Form 990 or 990-EZ) 2014

**Part VI** **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; and Part III, line 12.

Also complete this part for any additional information. (See instructions).

**SCHEDULE A, PART II, LINE 10, EXPLANATION FOR OTHER INCOME:**

MISCELLANEOUS

Multiple horizontal lines for providing supplemental information.

**Schedule B**  
(Form 990, 990-EZ,  
or 990-PF)

Department of the Treasury  
Internal Revenue Service

**Schedule of Contributors**

▶ Attach to Form 990, Form 990-EZ, or Form 990-PF.  
▶ Information about Schedule B (Form 990, 990-EZ, or 990-PF) and  
its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No. 1545-0047

**2014**

Name of the organization

THINK SMALL

Employer identification number

41-1260581

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

501(c)( 3 ) (enter number) organization

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**

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 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of (1) \$5,000 or (2) 2% of the amount on (i) Form 990, Part VIII, line 1h, or (ii) Form 990-EZ, line 1. Complete Parts I and II.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I, 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. Do not complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year ..... ▶ \$ \_\_\_\_\_

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

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990, 990-EZ, or 990-PF. Schedule B (Form 990, 990-EZ, or 990-PF) (2014)

|  |   |
|--|---|
| Name of organization<br><b>THINK SMALL</b> | Employer identification number<br><b>41-1260581</b> |
|--|---|

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

| (a)<br>No. | (b)<br>Name, address, and ZIP + 4 | (c)<br>Total contributions | (d)<br>Type of contribution   |
|------------|-----------------------------------|----------------------------|---|
| 1          | <hr/> <hr/> <hr/> <hr/>           | \$ <u>15,374,743.</u>      | Person <input checked="" type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II for noncash contributions.) |
| 2          | <hr/> <hr/> <hr/> <hr/>           | \$ <u>627,521.</u>         | Person <input checked="" type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II for noncash contributions.) |
| 3          | <hr/> <hr/> <hr/> <hr/>           | \$ <u>3,158,284.</u>       | Person <input checked="" type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II for noncash contributions.) |
| 4          | <hr/> <hr/> <hr/> <hr/>           | \$ <u>652,595.</u>         | Person <input checked="" type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II for noncash contributions.) |
|            | <hr/> <hr/> <hr/> <hr/>           | \$ _____                   | Person <input type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II for noncash contributions.)            |
|            | <hr/> <hr/> <hr/> <hr/>           | \$ _____                   | Person <input type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II for noncash contributions.)            |

Name of organization

Employer identification number

THINK SMALL

41-1260581

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

| (a)<br>No.<br>from<br>Part I | (b)<br>Description of noncash property given | (c)<br>FMV (or estimate)<br>(see instructions) | (d)<br>Date received |
|------------------------------|--|--|----------------------|
|                              |  | \$ _____                                       | _____                |
|                              |  | \$ _____                                       | _____                |
|                              |  | \$ _____                                       | _____                |
|                              |  | \$ _____                                       | _____                |
|                              |  | \$ _____                                       | _____                |
|                              |  | \$ _____                                       | _____                |
|                              |  | \$ _____                                       | _____                |
|                              |  | \$ _____                                       | _____                |
|                              |  | \$ _____                                       | _____                |
|                              |  | \$ _____                                       | _____                |

|                      |                                |
|----------------------|--------------------------------|
| Name of organization | Employer identification number |
| <b>THINK SMALL</b>   | 41-1260581                     |

**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 Part I | (b) Purpose of gift | (c) Use of gift | (d) Description of how gift is held |
|---------------------|---------------------|-----------------|-------------------------------------|
|                     |                     |                 |                                     |

| (e) Transfer of gift                    |  |
|---|--|
| Transferee's name, address, and ZIP + 4 | Relationship of transferor to transferee |
|   |  |

| (a) No. from Part I | (b) Purpose of gift | (c) Use of gift | (d) Description of how gift is held |
|---------------------|---------------------|-----------------|-------------------------------------|
|                     |                     |                 |                                     |

| (e) Transfer of gift                    |  |
|---|--|
| Transferee's name, address, and ZIP + 4 | Relationship of transferor to transferee |
|   |  |

| (a) No. from Part I | (b) Purpose of gift | (c) Use of gift | (d) Description of how gift is held |
|---------------------|---------------------|-----------------|-------------------------------------|
|                     |                     |                 |                                     |

| (e) Transfer of gift                    |  |
|---|--|
| Transferee's name, address, and ZIP + 4 | Relationship of transferor to transferee |
|   |  |

| (a) No. from Part I | (b) Purpose of gift | (c) Use of gift | (d) Description of how gift is held |
|---------------------|---------------------|-----------------|-------------------------------------|
|                     |                     |                 |                                     |

| (e) Transfer of gift                    |  |
|---|--|
| Transferee's name, address, and ZIP + 4 | Relationship of transferor to transferee |
|   |  |



**SCHEDULE C**  
(Form 990 or 990-EZ)

**Political Campaign and Lobbying Activities**

OMB No. 1545-0047

**2014**

Open to Public Inspection

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.  
 ▶ Information about Schedule C (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

Department of the Treasury  
Internal Revenue Service

If the organization answered "Yes," to 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," to 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," to 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

- Section 501(c)(4), (5), or (6) organizations: Complete Part III.

Name of organization THINK SMALL Employer identification number 41-1260581

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

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

2 Political expenditures ..... \$ 0.  
 3 Volunteer hours ..... 0.

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

1 Enter the amount of any excise tax incurred by the organization under section 4955 ..... \$ 0.  
 2 Enter the amount of any excise tax incurred by organization managers under section 4955 ..... \$ 0.  
 3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year? .....  Yes  No  
 4a Was a correction made? .....  Yes  No  
 b If "Yes," describe in Part IV.

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

1 Enter the amount directly expended by the filing organization for section 527 exempt function activities ..... \$ .....  
 2 Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities ..... \$ .....  
 3 Total exempt function expenditures. Add lines 1 and 2. Enter here and on Form 1120-POL, line 17b ..... \$ .....  
 4 Did the filing organization file Form 1120-POL for this year? .....  Yes  No  
 5 Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments. For each organization listed, enter the amount paid from the filing organization's funds. Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC). If additional space is needed, provide information in Part IV.

| (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 or 990-EZ) 2014

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**Part II-A Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).**

- A Check  if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures).
- B Check  if the filing organization checked box A and "limited control" provisions apply.

| Limits on Lobbying Expenditures<br>(The term "expenditures" means amounts paid or incurred.)  |   | (a) Filing organization's totals                | (b) Affiliated group totals                              |                    |                               |   |  |   |  |  |   |                   |              |  |  |
|---|---|---|--|--------------------|-------------------------------|---|--|---|--|--|---|-------------------|--------------|--|--|
| 1a  | Total lobbying expenditures to influence public opinion (grass roots lobbying) .....  | 87,271.   |  |                    |                               |   |  |   |  |  |   |                   |              |  |  |
| b   | Total lobbying expenditures to influence a legislative body (direct lobbying) .....   | 7,887.  |  |                    |                               |   |  |   |  |  |   |                   |              |  |  |
| c   | Total lobbying expenditures (add lines 1a and 1b) .....   | 95,158.   |  |                    |                               |   |  |   |  |  |   |                   |              |  |  |
| d   | Other exempt purpose expenditures .....   | 23,607,311.                                     |  |                    |                               |   |  |   |  |  |   |                   |              |  |  |
| e   | Total exempt purpose expenditures (add lines 1c and 1d) .....   | 23,702,469.                                     |  |                    |                               |   |  |   |  |  |   |                   |              |  |  |
| f   | Lobbying nontaxable amount. Enter the amount from the following table in both columns.  | 1,000,000.                                      |  |                    |                               |   |  |   |  |  |   |                   |              |  |  |
| <table border="1"> <thead> <tr> <th>If the amount on line 1e, column (a) or (b) is:</th> <th>The lobbying nontaxable amount is:</th> </tr> </thead> <tbody> <tr> <td>Not over \$500,000</td> <td>20% of the amount on line 1e.</td> </tr> <tr> <td>Over \$500,000 but not over \$1,000,000</td> <td>\$100,000 plus 15% of the excess over \$500,000.</td> </tr> <tr> <td>Over \$1,000,000 but not over \$1,500,000</td> <td>\$175,000 plus 10% of the excess over \$1,000,000.</td> </tr> <tr> <td>Over \$1,500,000 but not over \$17,000,000</td> <td>\$225,000 plus 5% of the excess over \$1,500,000.</td> </tr> <tr> <td>Over \$17,000,000</td> <td>\$1,000,000.</td> </tr> </tbody> </table> |   | If the amount on line 1e, column (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 over \$1,000,000 | \$100,000 plus 15% of the excess over \$500,000. | Over \$1,000,000 but not over \$1,500,000 | \$175,000 plus 10% of the excess over \$1,000,000. | Over \$1,500,000 but not over \$17,000,000 | \$225,000 plus 5% of the excess over \$1,500,000. | Over \$17,000,000 | \$1,000,000. |  |  |
| If the amount on line 1e, column (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 over \$1,000,000   | \$100,000 plus 15% of the excess over \$500,000.  |   |  |                    |                               |   |  |   |  |  |   |                   |              |  |  |
| Over \$1,000,000 but not over \$1,500,000   | \$175,000 plus 10% of the excess over \$1,000,000.  |   |  |                    |                               |   |  |   |  |  |   |                   |              |  |  |
| Over \$1,500,000 but not over \$17,000,000  | \$225,000 plus 5% of the excess over \$1,500,000.   |   |  |                    |                               |   |  |   |  |  |   |                   |              |  |  |
| Over \$17,000,000   | \$1,000,000.  |   |  |                    |                               |   |  |   |  |  |   |                   |              |  |  |
| g   | Grassroots nontaxable amount (enter 25% of line 1f) .....   | 250,000.  |  |                    |                               |   |  |   |  |  |   |                   |              |  |  |
| h   | Subtract line 1g from line 1a. If zero or less, enter -0- .....   | 0.  |  |                    |                               |   |  |   |  |  |   |                   |              |  |  |
| i   | Subtract line 1f from line 1c. If zero or less, enter -0- .....   | 0.  |  |                    |                               |   |  |   |  |  |   |                   |              |  |  |
| j   | If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year? ..... |   | <input type="checkbox"/> Yes <input type="checkbox"/> No |                    |                               |   |  |   |  |  |   |                   |              |  |  |

**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 |  |          |          |            |            |            |
|--|--|----------|----------|------------|------------|------------|
| Calendar year<br>(or fiscal year beginning in)       | (a) 2011   | (b) 2012 | (c) 2013 | (d) 2014   | (e) Total  |            |
| 2a   | Lobbying nontaxable amount                                 | 527,423. | 648,000. | 1,000,000. | 1,000,000. | 3,175,423. |
| b  | Lobbying ceiling amount<br>(150% of line 2a, column(e))    |          |          |            |            | 4,763,135. |
| c  | Total lobbying expenditures                                | 57,892.  | 127,354. | 143,983.   | 95,158.    | 424,387.   |
| d  | Grassroots nontaxable amount                               | 131,856. | 162,000. | 250,000.   | 250,000.   | 793,856.   |
| e  | Grassroots ceiling amount<br>(150% of line 2d, column (e)) |          |          |            |            | 1,190,784. |
| f  | Grassroots lobbying expenditures                           | 57,892.  | 117,930. | 126,989.   | 87,271.    | 390,082.   |

Schedule C (Form 990 or 990-EZ) 2014

**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)).

|   | (a) |    | (b)    |
|---|-----|----|--------|
|   | Yes | No | Amount |
| 1 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: |     |    |        |
| a Volunteers?   |     |    |        |
| b Paid staff or management (Include compensation in expenses reported on lines 1c through 1i)?  |     |    |        |
| c Media advertisements?   |     |    |        |
| d Mailings to members, legislators, or the public?  |     |    |        |
| e Publications, or published or broadcast statements?   |     |    |        |
| f Grants to other organizations for lobbying purposes?  |     |    |        |
| g Direct contact with legislators, their staffs, government officials, or a legislative body?   |     |    |        |
| h Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?   |     |    |        |
| i Other activities?   |     |    |        |
| j Total. Add lines 1c through 1i  |     |    |        |
| 2a Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?  |     |    |        |
| b If "Yes," enter the amount of any tax incurred under section 4912   |     |    |        |
| c If "Yes," enter the amount of any tax incurred by organization managers under section 4912  |     |    |        |
| d If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?  |     |    |        |

**Part III-A** Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 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 expenditures from the prior year? | 3   |    |

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

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

**Part IV** Supplemental Information

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

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**SCHEDULE D**  
(Form 990)

Department of the Treasury  
Internal Revenue Service

**Supplemental Financial Statements**

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

▶ Information about Schedule D (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990)

OMB No. 1545-0047

**2014**

Open to Public Inspection

Name of the organization **THINK SMALL** Employer identification number **41-1260581**

**Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.** Complete if the organization answered "Yes" to Form 990, Part IV, line 6.

|   | (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 writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? .....  |                         | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? ..... |                         | <input type="checkbox"/> Yes <input type="checkbox"/> No |

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

- Purpose(s) of conservation easements held by the organization (check all that apply).
 

|  |   |
|--|---|
| <input type="checkbox"/> Preservation of land for public use (e.g., recreation or education) | <input type="checkbox"/> Preservation of a historically important land area |
| <input type="checkbox"/> Protection of natural habitat                                       | <input type="checkbox"/> Preservation of a certified historic structure     |
| <input type="checkbox"/> Preservation of open space  |   |
- Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.
 

|  | Held at the End of the Tax Year |
|--|---------------------------------|
| a Total number of conservation easements .....   | 2a                              |
| b Total acreage restricted by conservation easements .....   | 2b                              |
| c Number of conservation easements on a certified historic structure included in (a) .....   | 2c                              |
| d Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register ..... | 2d                              |
- Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ \_\_\_\_\_
- Number of states where property subject to conservation easement is located ▶ \_\_\_\_\_
- Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? .....
- Staff and volunteer hours devoted to monitoring, inspecting, and enforcing conservation easements during the year ▶ \_\_\_\_\_
- Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year ▶ \$ \_\_\_\_\_
- Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? .....
- In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.** Complete if the organization answered "Yes" to Form 990, Part IV, line 8.

- If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items.
- If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:
 

|   |            |
|---|------------|
| (i) Revenue included in Form 990, Part VIII, line 1 ..... | ▶ \$ _____ |
| (ii) Assets included in Form 990, Part X .....            | ▶ \$ _____ |
- If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items:
 

|   |            |
|---|------------|
| a Revenue included in Form 990, Part VIII, line 1 ..... | ▶ \$ _____ |
| b Assets included in Form 990, Part X .....             | ▶ \$ _____ |

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

3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):

- a  Public exhibition
- b  Scholarly research
- c  Preservation for future generations
- d  Loan or exchange programs
- e  Other \_\_\_\_\_

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

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

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

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?  Yes  No

b If "Yes," explain the arrangement in Part XIII and complete the following table:

|                                 | Amount |
|---------------------------------|--------|
| c Beginning balance             | 1c     |
| d Additions during the year     | 1d     |
| e Distributions during the year | 1e     |
| f Ending balance                | 1f     |

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability?  Yes  No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII

**Part V Endowment Funds.** Complete if the organization answered "Yes" to Form 990, Part IV, line 10.

|  | (a) Current year | (b) Prior year | (c) Two years back | (d) Three years back | (e) Four years back |
|--|------------------|----------------|--------------------|----------------------|---------------------|
| 1a Beginning of year balance                     |                  |                |                    |                      |                     |
| b Contributions                                  |                  |                |                    |                      |                     |
| c Net investment earnings, gains, and losses     |                  |                |                    |                      |                     |
| d Grants or scholarships                         |                  |                |                    |                      |                     |
| e Other expenditures for facilities and programs |                  |                |                    |                      |                     |
| f Administrative expenses                        |                  |                |                    |                      |                     |
| g End of year balance                            |                  |                |                    |                      |                     |

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

- a Board designated or quasi-endowment  \_\_\_\_\_ %
  - b Permanent endowment  \_\_\_\_\_ %
  - c Temporarily restricted endowment  \_\_\_\_\_ %
- The percentages in lines 2a, 2b, and 2c should equal 100%.

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

|   | Yes    | No |
|---|--------|----|
| (i) unrelated organizations   | 3a(i)  |    |
| (ii) related organizations  | 3a(ii) |    |
| b If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R? | 3b     |    |

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

**Part VI Land, Buildings, and Equipment.**

Complete if the organization answered "Yes" to 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  |                                      | 205,000.                        |                              | 205,000.       |
| b Buildings  |                                      | 2,701,149.                      | 1,514,990.                   | 1,186,159.     |
| c Leasehold improvements   |                                      | 8,150.                          | 5,628.                       | 2,522.         |
| d Equipment  |                                      | 910,400.                        | 833,875.                     | 76,525.        |
| e Other  |                                      |                                 |                              |                |
| <b>Total.</b> Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.) |                                      |                                 |                              | 1,470,206.     |

**Part VII Investments - Other Securities.**

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

| (a) Description of security or category (including name of security)    | (b) Book value | (c) Method of valuation: Cost or end-of-year market value |
|---|----------------|---|
| (1) Financial derivatives   |                |   |
| (2) Closely-held equity interests                                       |                |   |
| (3) Other   |                |   |
| (A) WHITEBOX RELATIVE VALUE   |                |   |
| (B) PARTNERS LP   | 334,391.       | END-OF-YEAR MARKET VALUE                                  |
| (C) WHITEBOX CREDIT PARTNERS  |                |   |
| (D) LP  | 297,030.       | END-OF-YEAR MARKET VALUE                                  |
| (E) WHITEBOX LONG SHORT   |                |   |
| (F) EQUITY FUND, LTD.   | 39,548.        | END-OF-YEAR MARKET VALUE                                  |
| (G)   |                |   |
| (H)   |                |   |
| <b>Total.</b> (Col. (b) must equal Form 990, Part X, col. (B) line 12.) | 670,969.       |   |

**Part VIII Investments - Program Related.**

Complete if the organization answered "Yes" to 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)   |                |   |
| <b>Total.</b> (Col. (b) must equal Form 990, Part X, col. (B) line 13.) |                |   |

**Part IX Other Assets.**

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

| (a) Description   | (b) Book value |
|---|----------------|
| (1) SECURITY DEPOSITS   | 12,400.        |
| (2) CAPITALIZED DEVELOPMENT COSTS, NET                                    | 1,081,407.     |
| (3)   |                |
| (4)   |                |
| (5)   |                |
| (6)   |                |
| (7)   |                |
| (8)   |                |
| (9)   |                |
| <b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 15.) | 1,093,807.     |

**Part X Other Liabilities.**

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

| 1. (a) Description of liability   | (b) Book value |
|---|----------------|
| (1) Federal income taxes  |                |
| (2)   |                |
| (3)   |                |
| (4)   |                |
| (5)   |                |
| (6)   |                |
| (7)   |                |
| (8)   |                |
| (9)   |                |
| <b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 25.) |                |

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII

**Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.**

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

|   |   |    |            |             |
|---|---|----|------------|-------------|
| 1 | Total revenue, gains, and other support per audited financial statements        |    | 1          | 25,198,270. |
| 2 | Amounts included on line 1 but not on Form 990, Part VIII, line 12:             |    |            |             |
| a | Net unrealized gains (losses) on investments                                    | 2a | 21,456.    |             |
| b | Donated services and use of facilities  | 2b | 7,500.     |             |
| c | Recoveries of prior year grants   | 2c |            |             |
| d | Other (Describe in Part XIII.)  | 2d | 1,161,098. |             |
| e | Add lines 2a through 2d   |    | 2e         | 1,190,054.  |
| 3 | Subtract line 2e from line 1  |    | 3          | 24,008,216. |
| 4 | Amounts included on Form 990, Part VIII, line 12, but not on line 1:            |    |            |             |
| a | Investment expenses not included on Form 990, Part VIII, line 7b                | 4a |            |             |
| b | Other (Describe in Part XIII.)  | 4b |            |             |
| c | Add lines 4a and 4b   |    | 4c         | 0.          |
| 5 | Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.) |    | 5          | 24,008,216. |

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

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

|   |  |    |            |             |
|---|--|----|------------|-------------|
| 1 | Total expenses and losses per audited financial statements                       |    | 1          | 24,953,252. |
| 2 | Amounts included on line 1 but not on Form 990, Part IX, line 25:                |    |            |             |
| a | Donated services and use of facilities   | 2a | 7,500.     |             |
| b | Prior year adjustments   | 2b |            |             |
| c | Other losses   | 2c |            |             |
| d | Other (Describe in Part XIII.)   | 2d | 1,161,098. |             |
| e | Add lines 2a through 2d  |    | 2e         | 1,168,598.  |
| 3 | Subtract line 2e from line 1   |    | 3          | 23,784,654. |
| 4 | Amounts included on Form 990, Part IX, line 25, but not on line 1:               |    |            |             |
| a | Investment expenses not included on Form 990, Part VIII, line 7b                 | 4a |            |             |
| b | Other (Describe in Part XIII.)   | 4b |            |             |
| c | Add lines 4a and 4b  |    | 4c         | 0.          |
| 5 | Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.) |    | 5          | 23,784,654. |

**Part XIII Supplemental Information.**

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

**PART X, LINE 2:**

THE ORGANIZATION IS A MINNESOTA NONPROFIT CORPORATION AND IS EXEMPT FROM INCOME TAXES UNDER SECTION 501(C)(3) OF THE INTERNAL REVENUE CODE AND APPLICABLE MINNESOTA STATUTES, EXCEPT TO THE EXTENT IT HAS TAXABLE INCOME FROM BUSINESSES THAT ARE NOT RELATED TO ITS EXEMPT PURPOSE. MANAGEMENT BELIEVES THE ORGANIZATION DID NOT HAVE ANY UNRELATED BUSINESS INCOME IN THE YEARS ENDED JUNE 30, 2015, 2014 OR 2013.

THE ORGANIZATION FOLLOWS THE INCOME TAX STANDARD REGARDING THE RECOGNITION AND MEASUREMENT OF UNCERTAIN TAX POSITIONS. THE ORGANIZATION IS NOT AWARE OF ANY UNCERTAIN TAX POSITIONS IT HAS TAKEN. IT IS NOT CURRENTLY UNDER EXAMINATION BY ANY TAXING JURISDICTION. FEDERAL AND STATE TAX AUTHORITIES

**Part XIII** Supplemental Information (continued)

HAVE THE RIGHT TO EXAMINE RETURNS FOR A PERIOD OF THREE YEARS AFTER THEY ARE FILED.

PART XI, LINE 2D - OTHER ADJUSTMENTS:

COST OF GOODS SOLD 1,161,098.

PART XII, LINE 2D - OTHER ADJUSTMENTS:

COST OF GOODS SOLD 1,161,098.



**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" to Form 990, Part IV, line 21 or 22.  
▶ Attach to Form 990.

CMB No. 1545-0047

**2014**

Open to Public  
Inspection

Name of the organization

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▶ Information about Schedule I (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990)

Employer identification number  
**41-1260581**

**Part I** General Information on Grants and Assistance

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

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

**Part II** Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" to 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.

| 1 (a) Name and address of organization or government  | (b) EIN    | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|---|------------|-------------------------------|--------------------------|-----------------------------------|---|--|------------------------------------|
| 3 R'S EARLY CHILDHOOD LEARNING<br>CENTER - 4900 85TH AVE N -<br>BROOKLYN PARK, MN 55443   | 37-1580191 | N/A                           | 19,575.                  | 0                                 | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ALL WE CAN BE<br>1418 DODDRIDGE AVE<br>CLOQUET, MN 55720  | 41-1000979 | 501(C)(3)                     | 30,480.                  | 0                                 | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| AMAZING BEGINNINGS<br>3239 70TH ST<br>INVER GROVE HEIGHTS, MN 55076   | 45-1352541 | N/A                           | 18,684.                  | 0                                 | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| AMHERST H WILDER FOUNDATION<br>CFS BILLING, 451 LEXINGTON PKWY N<br>ST PAUL, MN 55104   | 41-0693889 | 501(C)(3)                     | 249,505.                 | 0                                 | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ANAB A ADEN<br>6720 DUCK LAKE RD<br>EDEN PRATIE, MN 55346   |            | N/A                           | 11,222.                  | 0                                 | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ANGELA KAPP<br>DBA ARONA CHILD DEVELOPMENT, 1475 A<br>ST PAUL, MN 55108   | 45-5496096 | N/A                           | 5,449.                   | 0                                 | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| <p><b>2</b> Enter total number of section 501(c)(3) and government organizations listed in the line 1 table <b>115.</b></p> <p><b>3</b> Enter total number of other organizations listed in the line 1 table <b>75.</b></p> |            |                               |                          |                                   |   |  |                                    |

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

Schedule I (Form 990) (2014)

| Part II Continuation of Grants and Other Assistance to Governments and Organizations in the United States (Schedule I (Form 990), Part II) |            |                               |                          |                                   |   |  |                                    |
|--|------------|-------------------------------|--------------------------|-----------------------------------|---|--|------------------------------------|
| (a) Name and address of organization or government   | (b) EIN    | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
| ANOKA CO COMM ACTION PROGRAM<br>HEAD START, 1201 89TH AVE NE, #345<br>BLAINE, MN 55434   | 41-6048575 | 501(C)(3)                     | 301,737.                 | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ARROWHEAD ECONOMIC OPPORTUNITY<br>AGENCY, INC - 702 3RD AVE S -<br>VIRGINIA, MN 55792  | 41-6052144 | 501(C)(3)                     | 92,499.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| AUDREY NEAL<br>1038 BLAIR AVE<br>ST PAUL, MN 55104   | 20-4214685 | N/A                           | 7,217.                   | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| BABY'S SPACE: A PLACE TO GROW<br>2438 18TH AVE S<br>MPLS, MN 55404   | 20-2402788 | N/A                           | 56,663.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| BARILA Y BARRE<br>1029 HAZELWOOD ST<br>ST PAUL, MN 55106   |            | N/A                           | 12,344.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| BARNUM LITTLE B'S CHILDCARE CENTER<br>3690 CO RD 140<br>BARNUM, MN 55707   | 26-0640565 | N/A                           | 28,520.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| BARNUM PUBLIC SCHOOLS<br>3675 COUNTY RD 140<br>BARNUM, MN 55707  | 41-6000448 | N/A                           | 13,885.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| BETHEL UNIVERSITY<br>376 WESTERN AVE<br>ST PAUL, MN 55103  | 41-0708577 | 501(C)(3)                     | 88,521.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| BLOOM EARLY LEARNING<br>17805 COUNTY RD 6<br>PLYMOUTH, MN 55447  | 41-1939043 | 501(C)(3)                     | 12,739.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |

Part II Continuation of Grants and Other Assistance to Governments and Organizations in the United States (Schedule I (Form 990), Part II)

| (a) Name and address of organization or government   | (b) EIN    | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|--|------------|-------------------------------|--------------------------|-----------------------------------|---|--|------------------------------------|
| BOIS FORTE RESERVATION TRIBAL COUNCIL - 5344 LAKESHORE DR - NETT LAKE, MN 55772  | 41-0954784 | N/A                           | 34,500.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| BRIGHT WATER MONTESSORI SCHOOL<br>5140 FREMONT AVE N<br>MINNEAPOLIS, MN 55430  | 20-0366261 | 501(C)(3)                     | 43,796.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| BROOKLYN CENTER COMMUNITY EDUCATION - ATTN: FEN SCHOOL READINESS PROJECT-ECFE, 6500 HUMBOLDT AVE N - BROOKLYN CENTER, MN 55447 | 41-6009038 | N/A                           | 112,691.                 | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| BUILDING BLOCK CHILD CARE INC<br>3405 ANNAPOLIS LN N, #100<br>PLYMOUTH, MN 55447   | 41-0971379 | N/A                           | 373,558.                 | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| BUSY BEES CHILD CARE CENTER, INC<br>3300 CENTURY AVE<br>WHITE BEAR LAKE, MN 55110  | 41-1340329 | N/A                           | 19,445.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| CATHOLIC CHARITIES OF THE ARCHDIOCESE OF ST PAUL AND MINNEAPOLIS<br>- 1200 2ND AVE S - MINNEAPOLIS, MN 55403                   | 41-1302487 | 501(C)(3)                     | 240,145.                 | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| CEDAR RIVERSIDE COMMUNITY SCHOOL<br>1610 S 6TH ST<br>MINNEAPOLIS, MN 55454   | 41-1748473 | 501(C)(3)                     | 79,575.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| CENTRAL LUTHERAN SCHOOL<br>775 N LEXINGTON PKWY<br>ST PAUL, MN 55104   | 41-6008777 | 501(C)(3)                     | 20,439.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| CENTRO TYRONE GUZMAN<br>1915 CHICAGO AVE S<br>MINNEAPOLIS, MN 55404  | 41-1290349 | 501(C)(3)                     | 38,750.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |

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Schedule I (Form 990)

| Part II Continuation of Grants and Other Assistance to Governments and Organizations in the United States (Schedule I (Form 990), Part II) |            |                               |                          |                                   |   |  |                                    |  |  |
|--|------------|-------------------------------|--------------------------|-----------------------------------|---|--|------------------------------------|--|--|
| (a) Name and address of organization or government   | (b) EIN    | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |  |  |
| CHABAD ACADEMY INC<br>1758 FORD PKWY<br>ST PAUL, MN 55116  | 41-1763738 | 501(C)(3)                     | 12,634.                  | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |  |  |
| CHILDREN'S COUNTRY DAY SCHOOL INC<br>1588 S VICTORIA RD<br>MENDOTA HEIGHTS, MN 55118   | 41-1442559 | N/A                           | 39,296.                  | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |  |  |
| CHILDREN'S DISCOVERY CHILD CARE<br>AND LEARNING INC - 3665 TALMAGE<br>CIR - VADNAIS HEIGHTS, MN 55110                                      | 41-1391058 | N/A                           | 31,922.                  | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |  |  |
| CHOO CHOO MONTESSORI LLC<br>2617 DULUTH STREET<br>MAPLEWOOD, MN 55109  | 27-2894890 | N/A                           | 7,698.                   | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |  |  |
| CHRISTA E MOSTOLLER<br>523 NE 8TH AVE<br>GRAND RAPIDS, MN 55744  | 38-3733178 | N/A                           | 8,528.                   | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |  |  |
| CLOSE TO MY HEART<br>1740 VAN DYKE ST<br>MAPLEWOOD, MN 55109   | 41-1847732 | 501(C)(3)                     | 36,706.                  | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |  |  |
| COMFORT DAYCARE<br>310 E 38TH ST, STE LL35<br>MINNEAPOLIS, MN 55409  | 27-1885294 | N/A                           | 23,305.                  | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |  |  |
| COMMUNITY ACTION PARTNERSHIPS<br>RAMSEY & WASHINGTON COUNTIES -<br>ATTN: RICH BOYCE, 450 SYNDICATE ST<br>- ST PAUL, MN 55104               | 41-0883443 | 501(C)(3)                     | 1,007,554.               | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |  |  |
| COMMUNITY CHILD CARE CTR ST PAUL<br>1250 FIFIELD AVE<br>ST PAUL, MN 55108  | 23-7392142 | 501(C)(3)                     | 9,314.                   | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |  |  |

Schedule I (Form 990)

Schedule I (Form 990) THINK SMALL

| Part II Continuation of Grants and Other Assistance to Governments and Organizations in the United States (Schedule I (Form 990), Part II) |            |                               |                          |                                   |   |  |                                    |
|--|------------|-------------------------------|--------------------------|-----------------------------------|---|--|------------------------------------|
| (a) Name and address of organization or government   | (b) EIN    | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
| CORNERSTONE MONTESSORI SCHOOL<br>1611 AMES AVE<br>ST PAUL, MN 55106  | 41-1361913 | 501(C)(3)                     | 91,619.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| CREATIVE KIDS ACADEMY<br>ATTN: BRANDY BROGA-COONS, 855<br>VILLAGE CENTER DR, #382 - ST PAUL,<br>MN 55127                                   | 26-4136621 | N/A                           | 33,352.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| DODGE NATURE PRESCHOOL & THOMAS<br>IRVINE NATURE CENTER - 1715<br>CHARLTON ST - WEST ST PAUL, MN<br>55118                                  | 41-6081794 | 501(C)(3)                     | 64,425.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| DULUTH AREA FAMILY YMCA<br>301 WEST 1ST ST<br>DULUTH, MN 55802   | 41-0693931 | 501(C)(3)                     | 10,735.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| EAST SIDE NEIGHBORHOOD SERVICES<br>NORTHEAST CHILD DEVELOPMENT<br>CENTER, 1700 2ND ST NE -<br>MINNEAPOLIS, MN 55413                        | 41-0873798 | 501(C)(3)                     | 10,121.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| PCFE - OSSEO AREA SCHOOLS<br>ATTN: SALLY NAULT-MAURER, 9401<br>FERNBROOK LN N - MAPLE GROVE, MN<br>55369                                   | 41-5001421 | N/A                           | 139,244.                 | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| EDINA MORNINGSIDE NURSERY<br>4201 MORNINGSIDE RD<br>EDINA, MN 55416  | 41-0832616 | 501(C)(3)                     | 14,564.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ELIM PRESCHOOL<br>685 13TH AVE NE<br>MINNEAPOLIS, MN 55413   | 26-3996303 | 501(C)(3)                     | 23,225.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ERIN LUNDE<br>2240 KELLY AVE<br>CLOQUET, MN 55720  | N/A        | N/A                           | 5,944.                   | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |

Schedule I (Form 990)

Part II Continuation of Grants and Other Assistance to Governments and Organizations in the United States (Schedule I (Form 990), Part II)

| (a) Name and address of organization or government   | (b) EIN    | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|--|------------|-------------------------------|--------------------------|-----------------------------------|---|--|------------------------------------|
| ESPECIALLY FOR CHILDREN INC<br>5223 W 73RD ST<br>EDINA, MN 55439                                       | 41-1318998 | N/A                           | 35,633.                  | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |
| EXCELL ACADEMY FOR HIGHER LEARNING<br>CHARTER SCHOOL - 6510 ZANE AVENUE<br>N - BROOKLYN PARK, MN 55429 | 41-1968867 | 501(C)(3)                     | 61,255.                  | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |
| FAMILYWISE SERVICES<br>3036 UNIVERSITY AVE SE<br>MINNEAPOLIS, MN 55414                                 | 41-1343909 | 501(C)(3)                     | 14,414.                  | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |
| HALLIE Q. BROWN COMMUNITY CTR<br>270 N KENT ST<br>ST. PAUL, MN 55102                                   | 41-0693846 | 501(C)(3)                     | 85,784.                  | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |
| HAND IN HAND CHILD CARE CENTER<br>1250 CONCORDIA AVE<br>ST PAUL, MN 55104                              | 41-0696906 | 501(C)(3)                     | 15,744.                  | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |
| HAPPY TIME DAY CARE CENTER<br>203 N 25TH AVE W<br>DULUTH, MN 55806                                     | 41-0956665 | N/A                           | 34,245.                  | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |
| HASTINGS CHILD DEVELOPMENT CENTER<br>210 17TH ST W<br>HASTINGS, MN 55033                               | 26-4128190 | N/A                           | 30,281.                  | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |
| HEATHER SCHMITZ<br>102 PARKWOOD DR<br>WRENSHALL, MN 55797  |            | N/A                           | 6,325.                   | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |
| HERMANTOWN COMMUNITY CHURCH<br>4880 MAPLE GROVE RD<br>HERMANTOWN, MN 55811                             | 41-1741384 | 501(C)(3)                     | 51,707.                  | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |

Schedule I (Form 990)

Schedule I (Form 990) THINK SMALL

| Part II Continuation of Grants and Other Assistance to Governments and Organizations in the United States (Schedule I (Form 990), Part II.) |            |                               |                          |                                   |   |  |                                    |
|---|------------|-------------------------------|--------------------------|-----------------------------------|---|--|------------------------------------|
| (a) Name and address of organization or government  | (b) EIN    | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
| HMONG AMERICAN PARTNERSHIP<br>1075 ARCADE ST<br>ST PAUL, MN 55106   | 41-1667580 | 501(C)(3)                     | 8,704.                   | 0./N/A                            | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| HOPKINS EARLY LEARNING CENTER<br>ATTN: JULIA WINKELMAN, 125 MONROE A<br>HOPKINS, MN 55343   | 41-1408605 | 501(C)(3)                     | 14,553.                  | 0./N/A                            | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| INSTEP<br>JABBOX FAMILY SERVICES, 2608<br>BLAISDELL AVE S - MINNEAPOLIS, MN<br>55408  | 41-1869548 | 501(C)(3)                     | 11,657.                  | 0./N/A                            | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 0001 - AITKIN<br>225 2ND AVE SW<br>AITKIN, MN 56431   | 41-6000001 | SCHOOL DISTRICT               | 24,526.                  | 0./N/A                            | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 02 - HILL CITY<br>500 IONE AVE<br>HILL CITY, MN 55748   | 41-6000027 | SCHOOL DISTRICT               | 27,867.                  | 0./N/A                            | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 04 - MCGREGOR<br>148 S 2ND ST<br>MCGREGOR, MN 55760   | 41-6007875 | SCHOOL DISTRICT               | 25,000.                  | 0./N/A                            | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 100 - WRENSHALL<br>207 PIONEER DR<br>WRENSHALL, MN 55797  | 41-6000454 | SCHOOL DISTRICT               | 24,996.                  | 0./N/A                            | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 108 - CENTRAL<br>KURIOUS KIDS, 531 MONROE ST<br>NORWOOD YOUNG AMERICA, MN 55368   | 41-6000487 | SCHOOL DISTRICT               | 22,090.                  | 0./N/A                            | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 11 - ANOKA-HENNERPIN<br>MARILEE CHRISTENSEN-ADAMS, 2727 N F<br>ANOKA, MN 55303  | 41-6008267 | SCHOOL DISTRICT               | 152,740.                 | 0./N/A                            | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |

Schedule I (Form 990)

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Schedule I (Form 990)

Part II Continuation of Grants and Other Assistance to Governments and Organizations in the United States (Schedule I (Form 990), Part II)

| (a) Name and address of organization or government  | (b) EIN    | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|---|------------|-------------------------------|--------------------------|-----------------------------------|---|--|------------------------------------|
| ISD 111 - WATERTOWN-MAYER<br>1001 HIGHWAY 25 NW<br>WATERTOWN, MN 55388                              | 41-6000473 | SCHOOL DISTRICT               | 25,020.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 112 - EASTERN CARVER COUNTY<br>11 PEAVEY RD<br>CHASKA, MN 55318                                 | 41-6000464 | SCHOOL DISTRICT               | 34,760.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 13 - COLUMBIA HEIGHTS<br>1440 49TH AVE NE<br>COLUMBIA HEIGHTS, MN 55421                         | 41-6000080 | SCHOOL DISTRICT               | 111,623.                 | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 14 - FRIDLEY<br>6000 W MOORE LAKE DR<br>FRIDLEY, MN 55432                                       | 41-6000056 | SCHOOL DISTRICT               | 87,945.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 15 - ST FRANCIS<br>4115 AMBASSADOR BLVD<br>ST FRANCIS, MN 55070                                 | 41-6000370 | SCHOOL DISTRICT               | 18,093.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 16 - SPRING LAKE PARK<br>COMMUNITY RD, 1415 81ST AVE NE<br>SPRING LAKE PARK, MN 55432           | 41-6008529 | SCHOOL DISTRICT               | 45,610.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 191 - BURNSVILLE<br>ATTN: CINDY CHECK, 200 W<br>BURNSVILLE PKWY, #100 -<br>BURNSVILLE, MN 55337 | 41-6000802 | SCHOOL DISTRICT               | 211,750.                 | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 192 - FARMINGTON<br>20655 FLAGSTAFF AVE<br>FARMINGTON, MN 55024                                 | 41-6007663 | SCHOOL DISTRICT               | 24,286.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 194 - LAKEVILLE<br>8670 210 ST W<br>LAKEVILLE, MN 55044   | 41-6008222 | SCHOOL DISTRICT               | 22,503.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |

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**Part II** Continuation of Grants and Other Assistance to Governments and Organizations in the United States (Schedule I (Form 990), Part II).

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| ISD 196 - ROSEMOUNT<br>3455 153RD ST W<br>ROSEMOUNT, MN 55068  | 41-6007792 | SCHOOL DISTRICT               | 72,965.                  | 0, N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |
| ISD 197 - WEST ST PAUL-MENDOTA<br>HEIGHTS - FINANCE DEPARTMENT, 1897<br>DELAWARE AVE - MENDOTA HEIGHTS, MN<br>55118-4338 | 41-6007628 | SCHOOL DISTRICT               | 15,073.                  | 0, N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |
| ISD 199 - INVER GROVE HEIGHTS<br>2990 E 80TH ST<br>INVER GROVE HEIGHTS, MN 55076   | 41-6008805 | SCHOOL DISTRICT               | 74,451.                  | 0, N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |
| ISD 200 - HASTINGS<br>310 RIVER ST<br>HASTINGS, MN 55033   | 41-6000810 | SCHOOL DISTRICT               | 15,557.                  | 0, N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |
| ISD 2154 - EVELETH-GILBERT<br>801 JONES ST<br>EVELETH, MN 55734  | 41-1744324 | SCHOOL DISTRICT               | 12,494.                  | 0, N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |
| ISD 270 - HOPKINS<br>ATTN: ACCTS REC, 1001 HIGHWAY 7<br>HOPKINS, MN 55305  | 41-6008248 | SCHOOL DISTRICT               | 35,705.                  | 0, N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |
| ISD 271 - BLOOMINGTON<br>ATTN: CAROL HUTTNER, 2575 W 88TH ST<br>BLOOMINGTON, MN 55431                                    | 41-6001463 | SCHOOL DISTRICT               | 207,485.                 | 0, N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |
| ISD 272 - EDEN PRAIRIE<br>PRE-KINDERGARTEN PROGRAMS, 8100 SCH<br>EDEN PRAIRIE, MN 55344                                  | 41-6001462 | SCHOOL DISTRICT               | 26,750.                  | 0, N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |
| ISD 273 - EDINA<br>EDINA FAMILY CENTER, 5701 NORMANDAL<br>EDINA, MN 55424  | 41-6001406 | SCHOOL DISTRICT               | 53,159.                  | 0, N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |

## Part II Continuation of Grants and Other Assistance to Governments and Organizations in the United States (Schedule I (Form 990), Part II)

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| ISD 276 - MINNETONKA<br>5621 COUNTY ROAD 101<br>MINNETONKA, MN 55345                      | 41-6001402 | SCHOOL DISTRICT               | 10,237.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 278 - ORONO<br>5050 INDEPENDENCE ST<br>MAPLE PLAIN, MN 55359                          | 41-6001403 | SCHOOL DISTRICT               | 19,164.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 282 - ST ANTHONY-NEW BRIGHTON<br>3301 SILVER LAKE RD<br>ST ANTHONY, MN 55418          | 41-6001400 | SCHOOL DISTRICT               | 14,012.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 283 - ST LOUIS PARK<br>ATTN: CYNTHIA PETERSON, 6425 W 33RD<br>ST LOUIS PARK, MN 55426 | 41-6001456 | SCHOOL DISTRICT               | 52,155.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 361 - INTERNATIONAL FALLS<br>1515 11TH ST<br>INTERNATIONAL FALLS, MN 55649            | 41-6001826 | SCHOOL DISTRICT               | 25,000.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 621 - MOUNDS VIEW<br>2101 14TH ST NW<br>NEW BRIGHTON, MN 55112                        | 41-6008084 | SCHOOL DISTRICT               | 61,295.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 622 - N ST PAUL, MAPLEWOOD,<br>OAKDALE - 2520 E 12TH AVE - NORTH<br>ST PAUL, MN 55109 | 41-6008435 | SCHOOL DISTRICT               | 106,855.                 | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 623 - ROSEVILLE<br>ATTN: EARLY CHILDHOOD, 701 COUNTY R<br>ROSEVILLE, MN 55113         | 41-6003439 | SCHOOL DISTRICT               | 80,529.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 624 - WHITE BEAR LAKE<br>4855 ELOOM AVE<br>WHITE BEAR LAKE, MN 55110                  | 41-6008212 | SCHOOL DISTRICT               | 43,330.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |

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| Part II Continuation of Grants and Other Assistance to Governments and Organizations in the United States (Schedule I (Form 990), Part II) |            |                               |                          |                                   |   |  |                                    |
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| ISD 525 - ST PAUL<br>ATTN: BUSINESS OFFICE, 350 COLBORNE<br>ST PAUL, MN 55102  | 41-0901311 | SCHOOL DISTRICT               | 1,594,331.               | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 695 - CHISHOLM<br>1000 NE 1ST AVE<br>CHISHOLM, MN 55719  | 41-6003769 | SCHOOL DISTRICT               | 25,050.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 698 - FLOODWOOD<br>115 W 4TH AVE<br>FLOODWOOD, MN 55736  | 41-6003757 | SCHOOL DISTRICT               | 23,732.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 700 - HERMANTOWN<br>5028 MILLER TRUNK HWY<br>HERMANTOWN, MN 55811  | 41-6003749 | SCHOOL DISTRICT               | 11,688.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 704 - PROCTOR<br>131 9TH AVE<br>PROCTOR, MN 55810  | 41-6003748 | SCHOOL DISTRICT               | 25,000.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 706 - VIRGINIA<br>411 S 5TH AVE<br>VIRGINIA, MN 55792  | 41-6003760 | SCHOOL DISTRICT               | 36,222.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 709 - DULUTH<br>215 N 1ST AVE E<br>DULUTH, MN 55802-2058   | 41-6003776 | SCHOOL DISTRICT               | 338,793.                 | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 712 - MOUNTAIN IRON-BUHL<br>PO BOX 537<br>MOUNTAIN IRON, MN 55768  | 41-1521544 | SCHOOL DISTRICT               | 25,970.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 717 - JORDAN<br>500 SUNSET DR<br>JORDAN, MN 55352  | 41-6003790 | SCHOOL DISTRICT               | 29,315.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |

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| ISD 719 - PRIOR LAKE-SAVAGE<br>5304 WEST WOOD DR SE<br>PRIOR LAKE, MN 55372   | 41-6007904 | SCHOOL DISTRICT               | 12,428.                  | 0.N/A                             | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 720 - SHAKOPEE<br>505 HOLMES ST S<br>SHAKOPEE, MN 55379   | 41-6003781 | SCHOOL DISTRICT               | 47,565.                  | 0.N/A                             | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 831 - FOREST LAKE<br>200 SW 4TH ST<br>FOREST LAKE, MN 55025   | 41-6008218 | SCHOOL DISTRICT               | 30,368.                  | 0.N/A                             | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 832 - MAHTOMEDI<br>1520 MAHTOMEDI AVE<br>MAHTOMEDI, MN 55115  | 41-6007883 | SCHOOL DISTRICT               | 28,696.                  | 0.N/A                             | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 833 - S WASHINGTON COUNTY<br>8400 EAST POINT DOUGLAS RD S<br>COTTAGE GROVE, MN 55016                                | 41-6007788 | SCHOOL DISTRICT               | 32,775.                  | 0.N/A                             | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 834 - STILLWATER<br>1875 S GREELEY ST<br>STILLWATER, MN 55082   | 41-6008519 | SCHOOL DISTRICT               | 8,284.                   | 0.N/A                             | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 94 - CLOQUET<br>1000 18TH ST<br>CLOQUET, MN 55720   | 41-6000450 | SCHOOL DISTRICT               | 7,980.                   | 0.N/A                             | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ISD 97 - MOOSE LAKE<br>413 BIRCH AVE<br>MOOSE LAKE, MN 55767  | 41-6000446 | SCHOOL DISTRICT               | 18,483.                  | 0.N/A                             | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ITASCA AREA SCHOOLS COLLABORATIVE<br>ATTN: BUSINESS OFFICE, PO BOX 307,<br>101 1ST ST NE - DEER RIVER, MN<br>56535-0307 | 14-1998752 | N/A                           | 115,525.                 | 0.N/A                             | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |

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| JANET LECLAIR<br>115 SE 11TH ST<br>GRAND RAPIDS, MN 55744  | 26-0524324 | N/A                           | 8,348.                   | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| JEANNETTE THAO<br>731 MAGNOLIA AVE E<br>ST PAUL, MN 55106  | 30-0498558 | N/A                           | 19,811.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| JEREMIAH PROGRAM<br>1510 LAUREL AVE S, #100<br>MINNEAPOLIS, MN 55403   | 41-1801834 | 501(C)(3)                     | 83,323.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| JOYCE PRESCHOOL<br>3400 PARK AVE S<br>MINNEAPOLIS, MN 55407  | 61-0594016 | 501(C)(3)                     | 76,203.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| JULIE SMITH<br>2883 CENTER RD SW<br>PRIOR LAKE, MN 55372   | 86-1087466 | N/A                           | 17,064.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| KELSEY MARIE WILKENS<br>29606 CHEROKEE RD<br>BOVEY, MN 55709   | 41-1665459 | N/A                           | 6,478.                   | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| KHCD II INC<br>ATTN: KINDRA LEWIS, 3405 ANNAPOLIS<br>PLYMOUTH, MN 55447  | 41-1665459 | N/A                           | 35,929.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| KHCK I INC<br>ATTN: KINDRA LEWIS, 3405 ANNAPOLIS<br>PLYMOUTH, MN 55447   | 41-1665458 | N/A                           | 9,032.                   | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| KIDDY KAROUSEL<br>3920 13TH AVE E<br>HIBBING, MN 55746   | 41-1236276 | 501(C)(3)                     | 18,461.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |

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| Part II Continuation of Grants and Other Assistance to Governments and Organizations in the United States (Schedule I (Form 990), Part II) |            |                               |                          |                                   |   |  |                                    |  |  |
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| KIDS COME 1ST CORPORATION<br>1818 GREENVIEW PL SW<br>ROCHESTER, MN 55902   | 41-1638119 | N/A                           | 11,975.                  | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |  |  |
| KIDS COUNTRY CHILD CARE CENTER INC<br>23256 ST FRANCIS BLVD NW<br>ST FRANCIS, MN 55070   | 41-2016677 | N/A                           | 5,300.                   | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |  |  |
| KINDERCARE LEARNING CENTERS LLC<br>650 NE HOLLADAY ST, #1400<br>PORTLAND, OR 97232   | 63-0941966 | N/A                           | 638,892.                 | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |  |  |
| KINDERPLATZ INC<br>5600 AMERICAN BLVD W, #180<br>BLOOMINGTON, MN 55437   | 41-1561825 | N/A                           | 5,000.                   | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |  |  |
| KNOWLEDGE UNIVERSE EDUCATION LLC<br>650 NE HOLLADAY ST, #1400<br>PORTLAND, OR 97232  | 06-1097006 | N/A                           | 451,206.                 | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |  |  |
| KOOTASCA COMMUNITY ACTION INC<br>201 NW 4TH ST, #130<br>GRAND RAPIDS, MN 55744   | 41-0904805 | 501(C)(3)                     | 124,855.                 | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |  |  |
| LA CRECHE EARLY CHILDHOOD CENTERS<br>1800 OLSON MEMORIAL HWY<br>MINNEAPOLIS, MN 55411  | 41-0958652 | 501(C)(3)                     | 338,044.                 | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |  |  |
| LAKE AREA DISCOVERY CENTER<br>3770 BELLAIRE AVE<br>WHITE BEAR LAKE, MN 55110   | 41-1937239 | 501(C)(3)                     | 15,736.                  | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |  |  |
| LAUGH AND LEARN<br>1506 WASHINGTON AVE<br>CLOQUET, MN 55720  | 45-5512396 | N/A                           | 11,156.                  | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |  |  |

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| LEARN & GROW CHILD CARE CENTER INC<br>13142 CENTRAL AVE NE<br>BLAINE, MN 55434               | 41-15660873 | 501(C)(3)                     | 14,750.                  | 0                                 | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| LEXINGTON KIDS CHRISTIAN CHILDCARE<br>701 LEXINGTON PKWY N<br>ST PAUL, MN 55104              | 71-0884621  | N/A                           | 88,900.                  | 0                                 | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| LIFETRACK RESOURCES<br>709 UNIVERSITY AVE W<br>ST PAUL, MN 55104                             | 41-0874507  | 501(C)(3)                     | 17,203.                  | 0                                 | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| LIGHHOUSE EXPLORERS CHRISTIAN<br>CHILD CENTER - 3285 144TH ST W -<br>ROSEMOUNT, MN 55068     | 45-4789279  | 501(C)(3)                     | 12,335.                  | 0                                 | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| LITTLE EXPLORERS DISCOVERY CENTER<br>LLC - PO BOX 317 - BIGFORK, MN<br>56628                 | 45-4536250  | N/A                           | 5,780.                   | 0                                 | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| LITTLE VOYAGEURS' MONTESSORI<br>SCHOOL INC - 825 51ST AVE NE -<br>COLUMBIA HEIGHTS, MN 55421 | 41-1327355  | 501(C)(3)                     | 30,583.                  | 0                                 | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| LUBAVITCH EARLY CHILDHOOD CENTER<br>1758 FORD PKWY<br>ST PAUL, MN 55115                      | 41-1763768  | 501(C)(3)                     | 12,134.                  | 0                                 | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| LUCKY CHILD CARE CENTER<br>525 LOWRY AVE N<br>MINNEAPOLIS, MN 55418                          | 46-1224233  | N/A                           | 6,724.                   | 0                                 | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| MAO THAO<br>5100 PAUL DR<br>BROOKLYN CENTER, MN 55429  | N/A         | N/A                           | 32,732.                  | 0                                 | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |

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| MAUREEN MARGARET SCHARFFILLIG<br>6962 40TH ST N<br>OAKDALE, MN 55128   |            | N/A                           | 9,082.                   | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |
| MAY L YANG<br>18089 EMERY AVE<br>HASTINGS, MN 55033  | 45-4579038 | N/A                           | 16,638.                  | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |
| MAYFLOWER EARLY CHILDHOOD CENTER<br>105 EAST DIAMOND LAKE RD<br>MINNEAPOLIS, MN 55419  | 27-1543720 | 501(C)(3)                     | 17,840.                  | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |
| MEE LOR<br>279 ETNA ST<br>ST PAUL, MN 55106  |            | N/A                           | 21,167.                  | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |
| MI FAMILIA CHILD CARE CENTER<br>2855 47TH ST E<br>INVER GROVE HEIGHTS, MN 55076  | 45-5587465 | N/A                           | 20,124.                  | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |
| MINIAPPLE INTERNATIONAL MONTESSORI<br>SCHOOL INC - 75 APPLE ORCHARD RD -<br>DELLWOOD, MN 55110   | 41-1675091 | N/A                           | 16,125.                  | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |
| MIS AMIGOS SPANISH IMMERSION LLC<br>412 5TH AVE N<br>HOPKINS, MN 55343   | 20-3675365 | N/A                           | 13,471.                  | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |
| MONTI RIDGE FLATEN<br>770 HULL RD<br>ANOKA, MN 55303   |            | N/A                           | 5,189.                   | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |
| MOUNT CALVARY LUTHERAN CHURCH<br>MOUNT CALVARY PRESCHOOL, 301<br>COUNTY ROAD 19 - EXCELSIOR, MN<br>55331                                   | 41-0870777 | 501(C)(3)                     | 7,058.                   | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |



Part II Continuation of Grants and Other Assistance to Governments and Organizations in the United States (Schedule I (Form 990), Part II)

| (e) Name and address of organization or government  | (b) EIN    | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|---|------------|-------------------------------|--------------------------|-----------------------------------|---|--|------------------------------------|
| NENG L XIONG<br>2509 IRVING AVE N<br>MINNEAPOLIS, MN 55411                                    |            | N/A                           | 9,343.                   | 0                                 | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| NEW HORIZON CHILD CARE INC<br>3405 ANNAPOLIS LN N, #100<br>PLYMOUTH, MN 55447                 | 41-1568865 | N/A                           | 1,869,936.               | 0                                 | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| NICOLE MINKE<br>8124 CLINTON AVE S<br>BLOOMINGTON, MN 55420                                   | 46-2154369 | N/A                           | 5,157.                   | 0                                 | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| NORTHERN VOICES<br>1660 COUNTY ROAD B W<br>ROSEVILLE, MN 55113                                | 41-1930941 | 501(C)(3)                     | 13,200.                  | 0                                 | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ONE OF A KIND CHILDREN CENTER INC<br>3612 BLOOMINGTON AVE S<br>MINNEAPOLIS, MN 55407          | 41-1414987 | N/A                           | 6,621.                   | 0                                 | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| OUR REDEEMER OROMO EVANGELICAL<br>CHURCH - 4000 28TH AVE S -<br>MINNEAPOLIS, MN 55406         | 41-1770334 | 501(C)(3)                     | 10,310.                  | 0                                 | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| PARENTS IN COMMUNITY ACTION INC<br>700 HUMBOLDT AVE N<br>MINNEAPOLIS, MN 55411                | 41-0956226 | 501(C)(3)                     | 763,480.                 | 0                                 | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| PATHWAYS TO PLAY EARLY LEARNING<br>CENTER - 1815 BROMLEY ST - SOUTH<br>ST PAUL, MN 55075      | 25-0971859 | N/A                           | 6,727.                   | 0                                 | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| PHYLLIS WHEATLEY COMMUNITY CENTER<br>MARY T WELCOME, 1301 10TH AVE N<br>MINNEAPOLIS, MN 55411 | 41-0706132 | 501(C)(3)                     | 89,083.                  | 0                                 | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |

| Part II Continuation of Grants and Other Assistance to Governments and Organizations in the United States (Schedule I (Form 990), Part II) |            |                               |                          |                                   |   |  |                                    |
|--|------------|-------------------------------|--------------------------|-----------------------------------|---|--|------------------------------------|
| (a) Name and address of organization or government   | (b) EIN    | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
| PILLSBURY UNITED COMMUNITIES<br>3501 CHICAGO AVE S<br>MINNEAPOLIS, MN 55407  | 41-0916478 | 501(C)(3)                     | 6,119.                   | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |
| PROJECT FOR PRIDE IN LIVING INC<br>1035 E FRANKLIN AVE<br>MINNEAPOLIS, MN 55104  | 23-7232208 | 501(C)(3)                     | 18,392.                  | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |
| RACHELLE GASHO<br>1319 MINNEHAHA AVE W<br>ST PAUL, MN 55104  | 26-1647576 | N/A                           | 6,957.                   | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |
| RAINBOW CHILD DEVELOPMENT INC<br>ATTN: MARIA MIKEL, 605 COMO AVE<br>ST PAUL, MN 55103  | 41-1915967 | N/A                           | 250,144.                 | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |
| RAINBOW MONTESSORI LEARNING CENTER<br>& DAYCARE INC - 8736 NICOLLET AVE<br>S - BLOOMINGTON, MN 55420                                       | 41-1511427 | N/A                           | 24,052.                  | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |
| RICHFIELD EVANGELICAL LUTHERAN<br>CHURCH - 8 W 60TH ST -<br>MINNEAPOLIS, MN 55419  | 41-0693948 | 501(C)(3)                     | 13,756.                  | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |
| ROBBINSDALE AREA SCHOOLS<br>8301 47TH AVE N<br>NEW HOPE, MN 55428  | 41-6001408 | SCHOOL DISTRICT               | 138,374.                 | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |
| ROBIN'S NEST DAYCARE<br>210 17TH ST W<br>HASTINGS, MN 55033  | 90-0748095 | N/A                           | 23,942.                  | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |
| ROOM FOR GROWING INC<br>268 12TH STREET SW<br>FOREST LAKE, MN 55025  | 41-1543989 | N/A                           | 39,013.                  | 0. N/A                            | N/A   |  | EARLY LEARNING SUPPORT             |

| Part II Continuation of Grants and Other Assistance to Governments and Organizations in the United States (Schedule I (Form 990), Part II.) |            |                               |                          |                                   |   |  |                                    |
|---|------------|-------------------------------|--------------------------|-----------------------------------|---|--|------------------------------------|
| (a) Name and address of organization or government  | (b) EIN    | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
| SALVATION ARMY KING FAMILY FOUNDATI - ATTN: BRENDA LINE CHILD DEVELOPMENT CENTER, 401 W 7TH ST - ST PAUL, MN 55102                          | 41-0698597 | 501(C)(3)                     | 34,617.                  | 0.N/A                             | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| SANDCASTLE I CHILD CARE CENTER 749 JUNO AVE ST PAUL, MN 55102   | 41-0721706 | 501(C)(3)                     | 26,440.                  | 0.N/A                             | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| SCHOOL READINESS LEARNING ACADEMY 1221 7TH AVE N MINNEAPOLIS, MN 55411  | 26-3245237 | N/A                           | 23,844.                  | 0.N/A                             | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| SCOTT CARVER DAKOTA CAP AGENCY INC 712 CANTERBURY RD SHAKOPEE, MN 55379   | 41-0903890 | 501(C)(3)                     | 12,357.                  | 0.N/A                             | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| SEED DAYCARE 1300 OLSON MEMORIAL HWY MINNEAPOLIS, MN 55411  | 41-1677034 | 501(C)(3)                     | 6,938.                   | 0.N/A                             | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| SEWARD CHILD CARE 2323 32ND AVE S MINNEAPOLIS, MN 55406   | 41-1240047 | 501(C)(3)                     | 6,500.                   | 0.N/A                             | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| SHAUNEE OLSON 5471 OBRIEN AVE N OAK PARK HEIGHTS, MN 55082  | N/A        | N/A                           | 6,135.                   | 0.N/A                             | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| SHAWN MATSON 7856 SUGARLOAF TRL BROOKLYN PARK, MN 55444   | 26-1785683 | N/A                           | 6,583.                   | 0.N/A                             | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| SMILING FACES CHILD DEVELOPMENT CENTER - 8049 ZANE AVE N - BROOKLYN PARK, MN 55443  | 27-2399875 | N/A                           | 8,199.                   | 0.N/A                             | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |

THINK SMALL

Schedule I (Form 990)

| Part II Continuation of Grants and Other Assistance to Governments and Organizations in the United States (Schedule I (Form 990), Part II) |            |                               |                          |                                   |   |  |                                    |
|--|------------|-------------------------------|--------------------------|-----------------------------------|---|--|------------------------------------|
| (a) Name and address of organization or government   | (b) EIN    | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
| SOUTHSIDE FAMILY NURTURING CENTER<br>2448 18TH AVENUE<br>MINNEAPOLIS, MN 55404   | 41-1274177 | 501(C)(3)                     | 26,290.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| SOUTHWEST METRO EDUCATIONAL<br>COOPERATIVE - DBA EAST CREEK CHILD<br>CARE, 303 6TH ST E - CHASKA, MN<br>55318                              | 41-1295656 | N/A                           | 65,703.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| SPECIAL SCHOOL DIST 1 -<br>MINNEAPOLIS - MINNEAPOLIS PUBLIC<br>SCHOOLS, 1250 W BROADWAY AVE -<br>MINNEAPOLIS, MN 55411                     | 41-0851980 | SCHOOL DISTRICT               | 831,201.                 | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| SPECIAL SCHOOL DIST 6 - SOUTH ST<br>PAUL - SOUTH ST PAUL PUBLIC<br>SCHOOLS, ATTN: BARON BUSHBURGER,<br>104 5TH AVE S - SOUTH ST PAUL, MN   | 41-6000790 | SCHOOL DISTRICT               | 98,948.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| SPIRITUAL LIFE BIBLE COLLEGE<br>6865 SHINGLE CREEK PKWY<br>BROOKLYN CENTER, MN 55430   | 20-5085101 | 501(C)(3)                     | 11,078.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| SRIMATHIE LIYANAPATHIRANAGE<br>1831 MINNEHAHA AVE E<br>ST PAUL, MN 55119   | 20-2850881 | N/A                           | 8,093.                   | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| ST PAUL'S CHILDHOOD CENTER<br>900 SUMMIT AVE<br>ST PAUL, MN 55105  | 41-1377467 | 501(C)(3)                     | 41,305.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| SUMMIT EARLY LEARNING CENTER<br>1015 OLSON MEMORIAL HWY<br>MINNEAPOLIS, MN 55405   | 41-1855935 | N/A                           | 14,043.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| SUZANNE E WAGNER<br>202 POPLAR STREET W<br>SOUTH ST PAUL, MN 55075   | N/A        | N/A                           | 6,160.                   | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |

Schedule I (Form 990)

| Part II Continuation of Grants and Other Assistance to Governments and Organizations in the United States (Schedule I (Form 990), Part II.) |            |                               |                          |                                   |   |  |                                    |
|---|------------|-------------------------------|--------------------------|-----------------------------------|---|--|------------------------------------|
| (a) Name and address of organization or government  | (b) EIN    | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
| THE CRAYON BOX CHILD CARE CENTER<br>7751 EAST RIVER RD<br>FRIDLEY, MN 55432   | 26-1699534 | N/A                           | 5,541.                   | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| THE FAMILY PARTNERSHIP<br>2438 18TH AVE S<br>MINNEAPOLIS, MN 55404  | 41-0693856 | 501(C)(3)                     | 370,292.                 | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| TINA WHITE<br>3727 KNOX AVE N<br>MINNEAPOLIS, MN 55412  |            | N/A                           | 5,375.                   | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| TINY TOTS & LITTLE TYKES<br>60 E MARIE AVE, #100<br>WEST SAINT PAUL, MN 55118   | 41-1527628 | 501(C)(3)                     | 20,726.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| TRINETTE POTTS<br>3031 QUEEN AVENUE N<br>MINNEAPOLIS, MN 55411  | 43-2118450 | N/A                           | 5,996.                   | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| TUTOR TIME LEARNING CENTER LLC<br>CORPORATE OFFICE & TREASURY DEPT<br>ATTN: MELISSA HARRIS 32209<br>COLLECTION CTR -                        | 36-4500741 | N/A                           | 96,509.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| VANHSY LOR<br>706 JESSAMINE AVE E<br>ST PAUL, MN 55106  |            | N/A                           | 9,143.                   | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| WAY TO GROW<br>125 WEST BROADWAY AVE N, #110<br>MINNEAPOLIS, MN 55411   | 71-0956749 | 501(C)(3)                     | 72,752.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |
| XIE CHA<br>2721 HUMBOLDT AVE N<br>MINNEAPOLIS, MN 55411   |            | N/A                           | 11,477.                  | 0.                                | N/A   | N/A                                    | EARLY LEARNING SUPPORT             |

Schedule I (Form 990)

**Part II** Continuation of Grants and Other Assistance to Governments and Organizations in the United States (Schedule I (Form 990), Part II)

| (a) Name and address of organization or government                      | (b) EIN    | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|---|------------|-------------------------------|--------------------------|-----------------------------------|---|--|------------------------------------|
| YEUR V XIONG<br>775 MINNEHABA AVE W<br>ST PAUL, MN 55104                | N/A        |                               | 36,507.                  | 0. N/A                            |   | N/A                                    | EARLY LEARNING SUPPORT             |
| YWCA - DULUTH<br>32 E 1ST ST, #202<br>DULUTH, MN 55802                  | 41-0596493 | 501(C)(3)                     | 52,344.                  | 0. N/A                            |   | N/A                                    | EARLY LEARNING SUPPORT             |
| YMCA OF MINNEAPOLIS<br>1130 NICOLETT MALL<br>MINNEAPOLIS, MN 55403-2405 | 41-0693891 | 501(C)(3)                     | 216,916.                 | 0. N/A                            |   | N/A                                    | EARLY LEARNING SUPPORT             |
| ZANG XIONG<br>2903 PENN AVE N<br>MINNEAPOLIS, MN 55411                  | N/A        |                               | 15,946.                  | 0. N/A                            |   | N/A                                    | EARLY LEARNING SUPPORT             |
|   |            |                               |                          |                                   |   |  |                                    |
|   |            |                               |                          |                                   |   |  |                                    |
|   |            |                               |                          |                                   |   |  |                                    |
|   |            |                               |                          |                                   |   |  |                                    |
|   |            |                               |                          |                                   |   |  |                                    |

**Part III** Grants and Other Assistance to Domestic Individuals. Complete if the organization answered "Yes" to Form 990, Part IV, line 22. Part III can be duplicated if additional space is needed.

| (a) Type of grant or assistance | (b) Number of recipients | (c) Amount of cash grant | (d) Amount of non-cash assistance | (e) Method of valuation (book, FMV, appraisal, other) | (f) Description of non-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:**  
 GRANT AND SCHOLARSHIP COORDINATORS EXECUTE ESTABLISHED PROGRAM GUIDELINES ACCORDING TO PROGRAM SPECIFICATIONS.  
 GRANTS: ALL GRANT APPLICATIONS ARE REVIEWED BY A COMMITTEE CONSISTING OF EARLY CHILDHOOD COMMUNITY REPRESENTATIVES. FUNDING ALLOCATIONS ARE DETERMINED WITH INPUT FROM THE REVIEW COMMITTEE REPRESENTATIVES. GRANTS ARE EXPENDED ONCE GRANT REQUIREMENTS ARE MET AND APPROPRIATE DOCUMENTATION HAS BEEN RECEIVED.

Part IV Supplemental Information

SCHOLARSHIPS: THROUGH A REVIEW PROCESS, ELIGIBILITY IS DETERMINED AND SCHOLARSHIPS ARE AWARDED, PROVIDING QUALITY EARLY LEARNING OPPORTUNITIES FOR CHILDREN ATTENDING PROGRAMS INVOLVED IN PARENT AWARE. FISCAL MONITORING OCCURS INTERNALLY AND WITH GOVERNMENT PARTNERS.

GRANTS AND ASSISTANCE TO ENTITIES IN THE U.S. GRANT AND SCHOLARSHIP AMOUNTS ARE BASED ON PAYMENTS MADE DURING THE FISCAL YEAR.



**SCHEDULE J  
(Form 990)**

**Compensation Information**

OMB No. 1545-0047

**2014**

Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

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.

▶ Information about Schedule J (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990)

Name of the organization

THINK SMALL

Employer identification number

41-1260581

**Part I Questions Regarding Compensation**

|   | Yes | No |
|---|-----|----|
| 1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.<br><input type="checkbox"/> First-class or charter travel<br><input type="checkbox"/> Travel for companions<br><input type="checkbox"/> Tax indemnification and gross-up payments<br><input type="checkbox"/> Discretionary spending account<br><input type="checkbox"/> Housing allowance or residence for personal use<br><input type="checkbox"/> Payments for business use of personal residence<br><input type="checkbox"/> Health or social club dues or initiation fees<br><input type="checkbox"/> Personal services (e.g., 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 in line 1a?  | 2   |    |
| 3 Indicate which, if any, of the following the filing 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.<br><input checked="" type="checkbox"/> Compensation committee<br><input checked="" type="checkbox"/> Independent compensation consultant<br><input type="checkbox"/> Form 990 of other organizations<br><input type="checkbox"/> Written employment contract<br><input checked="" type="checkbox"/> Compensation survey or study<br><input checked="" type="checkbox"/> Approval by the board or compensation committee   |     |    |
| 4 During the year, did any person listed in Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:  |     |    |
| a Receive a severance payment or change-of-control payment?   | 4a  | X  |
| b Participate in, or receive payment from, a supplemental nonqualified retirement plan?   | 4b  | X  |
| c Participate in, or receive payment from, an equity-based compensation arrangement?  | 4c  | X  |
| 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 in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:  |     |    |
| a The organization?   | 5a  | X  |
| b Any related organization?   | 5b  | X  |
| If "Yes" to line 5a or 5b, describe in Part III.  |     |    |
| 6 For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:  |     |    |
| a The organization?   | 6a  | X  |
| b Any related organization?   | 6b  | X  |
| If "Yes" to line 6a or 6b, describe in Part III.  |     |    |
| 7 For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III  | 7   | X  |
| 8 Were any amounts reported in 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" to 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) 2014

**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 in 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 are not 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.

| (A) Name and Title                        | (B) Breakdown of W-2 and/or 1099-MISC compensation |                                     |                                     | (C) Retirement and other deferred compensation | (D) Nontaxable benefits | (E) Total of columns (B)(i)-(D) | (F) Compensation in column (B) reported as deferred in prior Form 990 |
|---|--|-------------------------------------|-------------------------------------|--|-------------------------|---------------------------------|---|
|   | (i) Base compensation                              | (ii) Bonus & incentive compensation | (iii) Other reportable compensation |  |                         |                                 |   |
| (1) BARBARA YATES<br>PRESIDENT AND CEO    | (i)  | 167,703.                            | 1,710.                              | 396.   | 5,252.                  | 16,485.                         | 191,546.  |
|   | (ii)   | 0.                                  | 0.                                  | 0.   | 0.                      | 0.                              | 0.  |
| (2) RAY ABOYAN<br>CHIEF OPERATING OFFICER | (i)  | 126,087.                            | 0.                                  | 258.   | 3,356.                  | 21,669.                         | 151,370.  |
|   | (ii)   | 0.                                  | 0.                                  | 0.   | 0.                      | 0.                              | 0.  |
|   | (i)  |                                     |                                     |  |                         |                                 |   |
|   | (ii)   |                                     |                                     |  |                         |                                 |   |
|   | (i)  |                                     |                                     |  |                         |                                 |   |
|   | (ii)   |                                     |                                     |  |                         |                                 |   |
|   | (i)  |                                     |                                     |  |                         |                                 |   |
|   | (ii)   |                                     |                                     |  |                         |                                 |   |
|   | (i)  |                                     |                                     |  |                         |                                 |   |
|   | (ii)   |                                     |                                     |  |                         |                                 |   |
|   | (i)  |                                     |                                     |  |                         |                                 |   |
|   | (ii)   |                                     |                                     |  |                         |                                 |   |
|   | (i)  |                                     |                                     |  |                         |                                 |   |
|   | (ii)   |                                     |                                     |  |                         |                                 |   |
|   | (i)  |                                     |                                     |  |                         |                                 |   |
|   | (ii)   |                                     |                                     |  |                         |                                 |   |
|   | (i)  |                                     |                                     |  |                         |                                 |   |
|   | (ii)   |                                     |                                     |  |                         |                                 |   |

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

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SCHEDULE O  
(Form 990 or 990-EZ)

Supplemental Information to Form 990 or 990-EZ

OMB No. 1545-0047

2014

Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

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 990-EZ.  
▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990)

Name of the organization

THINK SMALL

Employer identification number  
41-1260581

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

75 FOREIGN COUNTRIES. APPROXIMATELY 750,000 CATALOGS ARE MAILED TO CUSTOMERS ANNUALLY.

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

COMMUNITY OUTREACH AND ACCESS: THINK SMALL'S MULTILINGUAL OUTREACH STAFF CONNECT WITH HISTORICALLY UNDERSERVED COMMUNITIES, INCLUDING THOSE IN LOW INCOME NEIGHBORHOODS, ENGLISH LANGUAGE LEARNERS, COMMUNITIES OF COLOR, AND IMMIGRANT AND REFUGEE FAMILIES SO THEY CAN FULLY ENGAGE IN MINNESOTA'S EARLY CHILDHOOD CARE AND EDUCATION SYSTEM.

OUTREACH STAFF WORK TO EXPAND THE REACH OF THINK SMALL SERVICES AND IDENTIFY NEEDS AND GAPS WITHIN THESE COMMUNITIES. STAFF ASSISTS FAMILIES AND PROVIDERS NAVIGATING COMPLEX GOVERNMENT SYSTEMS, CONNECTING THEM TO RESOURCES AND SERVICES AVAILABLE AT THINK SMALL AND OTHER ORGANIZATIONS.

EXPENSES \$ 477,640. INCLUDING GRANTS OF \$ 0. REVENUE \$ 0.

FAMILY EDUCATION AND REFERRAL: REFERRAL SPECIALISTS ENSURE THAT FAMILIES ARE AWARE OF THE IMPORTANCE OF SCHOOL READINESS AND THEY PROVIDE VITAL INFORMATION ON HOW TO IDENTIFY THE BEST CARE AND EARLY EDUCATION OPTIONS FOR THEIR CHILDREN. REFERRAL SPECIALISTS DIRECTLY SERVE APPROXIMATELY 3,200 FAMILIES ANNUALLY, WITH OVER 25% BEING NON-ENGLISH SPEAKING. REFERRALS FROM THINK SMALL TO THE PARENTAWARERATINGS.ORG PROVIDER SEARCH WEBSITE RESULTED IN 10,503 SESSIONS.

EXPENSES \$ 270,193. INCLUDING GRANTS OF \$ 0. REVENUE \$ 0.

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.  
432211  
08-27-14

Schedule O (Form 990 or 990-EZ) (2014)

|  |   |
|--|---|
| Name of the organization<br><b>THINK SMALL</b> | Employer identification number<br><b>41-1260581</b> |
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POLICY, ADVOCACY AND INITIATIVES: THINK SMALL WORKS ACROSS THE STATE ACTIVATING FIELD LEADERS AND OTHER STAKEHOLDERS ACROSS THE SYSTEM ON ISSUES THAT CONCERN OUR YOUNGEST CHILDREN. THIS INCLUDES CIVIC ENGAGEMENT AND PARENT EMPOWERMENT TRAININGS IN A NUMBER OF DIVERSE CULTURAL, REFUGEE, AND IMMIGRANT COMMUNITIES. THINK SMALL ALSO PLAYS AN IMPORTANT ROLE IN ADVANCING POLICY INITIATIVES SUCH AS PARENT AWARE AND EARLY LEARNING SCHOLARSHIPS. BY LEADING FROM THE DEVELOPMENT OF POLICY CONCEPTS THROUGH THE PILOTING STAGES AND HELPING TAKE PROMISING INITIATIVES TO SCALE, THE AGENCY HAS HELPED IMPROVE ACCESS TO QUALITY EARLY LEARNING OPPORTUNITIES AND HELPED BUILD ACCOUNTABILITY IN THE SYSTEM.

EXPENSES \$ 185,430. INCLUDING GRANTS OF \$ 0. REVENUE \$ 0.

LIBRARY: THE DEBRA S. FISH EARLY CHILDHOOD LIBRARY AT THINK SMALL IS AVAILABLE STATEWIDE. NOW NUMBERING OVER 5,500 ITEMS, THE LIBRARY'S COLLECTION IS A PART OF MINNESOTA'S PUBLIC INTERLIBRARY LOAN SYSTEM AND MATERIALS CAN BE DELIVERED TO ALL LOCAL LIBRARIES.

EXPENSES \$ 72,306. INCLUDING GRANTS OF \$ 2,378. REVENUE \$ 596.

FORM 990, PART VI, SECTION A, LINE 1:  
THE EXECUTIVE COMMITTEE CONSISTS OF THE ELECTIVE OFFICERS, THE IMMEDIATE PAST BOARD CHAIR, THE CHAIRS OF ANY STANDING COMMITTEES OF THE BOARD OF DIRECTORS, AND OTHER COMMITTEE CHAIRS AT THE DISCRETION OF THE BOARD CHAIR. THE COMMITTEE SHALL ONLY HAVE THE AUTHORITY OF THE BOARD IN THE MANAGEMENT OF THE BUSINESS OF THE CORPORATION TO THE EXTENT DETERMINED BY THE BOARD.

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

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UPON COMPLETION AND REVIEW BY MANAGEMENT, THE DRAFT 990 FORM WILL GO TO THE FINANCE COMMITTEE FOR REVIEW. UPON THE FINANCE COMMITTEE'S APPROVAL, IT WILL BE SUBMITTED TO THE FULL BOARD FOR FINAL REVIEW AND APPROVAL.

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

ANNUAL NOTIFICATIONS ARE GIVEN TO ALL AFFECTED OFFICERS, DIRECTORS, TRUSTEES AND KEY EMPLOYEES ALONG WITH A REQUIREMENT FOR A SIGNED CONFLICT OF INTEREST STATEMENT. THE CONFLICT OF INTEREST POLICY IS DESIGNED TO IDENTIFY SITUATIONS THAT PRESENT POTENTIAL CONFLICTS OF INTEREST AND TO PROVIDE THE ORGANIZATION WITH A PROCEDURE WHICH WHEN OBSERVED WILL ALLOW A TRANSACTION TO BE TREATED AS VALID AND BINDING. ANY RESPONSIBLE MEMBER IS REQUIRED TO DISCLOSE ANY POTENTIAL CONFLICT OF INTEREST BEFORE THE BOARD OR COMMITTEE THEREOF WHO SHALL DETERMINE WITHOUT THE INTERESTED INDIVIDUAL IF A CONFLICT OF INTEREST EXISTS. THE RESPONSIBLE PERSON SHALL REFRAIN FROM ANY ACTION THAT MAY AFFECT THE ORGANIZATION'S DECISION REGARDING SUCH CONTRACT OR TRANSACTION AND MAY NOT PARTICIPATE OR HEAR THE BOARD OR COMMITTEE'S DISCUSSION OF THE MATTER, IS NOT COUNTED FOR THE PRESENCE OF A QUORUM, AND MAY NOT VOTE. THE ORGANIZATION DOCUMENTS PROCEEDINGS RELATED TO CONFLICTS OF INTEREST IN THE MEETING MINUTES OR AS OTHERWISE APPROPRIATE.

FORM 990, PART VI, SECTION B, LINE 15:

COMPENSATION WAS VERIFIED BY THE EXECUTIVE COMMITTEE OF THE BOARD OF DIRECTORS AND AN EXTERNAL SEARCH FIRM WAS RETAINED FOR THE PURPOSES OF PROVIDING INDEPENDENT MARKET SURVEY DATA. THE PROCESS AND DETERMINATION ARE DOCUMENTED IN THE EXECUTIVE COMMITTEE MEETING MINUTES. THE LAST EXTERNAL COMPENSATION REVIEW PROCESS WAS DONE IN 2013 FOR THE PRESIDENT & CEO, B. YATES.

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IN FY14, THE CHIEF OPERATING OFFICER POSITION WAS FILLED THROUGH A RECRUITING AGENCY WHICH ASSISTED WITH DETERMINING THE COMPENSATION RANGE. ALSO IN FY14, AGENCY SALARY RANGES WERE REVIEWED BY HR AND PRESENTED TO THE EXECUTIVE LEADERSHIP TEAM FOR REVIEW. IN 2010, WE CONTRACTED WITH AN OUTSIDE CONSULTANT TO REVIEW COMPENSATION RANGES. IN JULY 2015, WE CONTRACTED WITH AN OUTSIDE FIRM TO REVIEW COMPENSATION FOR MANAGERS, DIRECTORS AND EXECUTIVE LEADERSHIP.

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

THE ORGANIZATION'S GOVERNING DOCUMENTS AND CONFLICT OF INTEREST POLICY ARE AVAILABLE UPON REQUEST. THE ORGANIZATION'S AUDITED FINANCIAL STATEMENTS ARE AVAILABLE ON THE ORGANIZATION'S WEBSITE.