

**THINK SMALL**

FOR THE YEAR ENDED JUNE 30, 2016

PUBLIC INSPECTION COPY

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RETAIN FOR YOUR RECORDS**

Form **990**

**Return of Organization Exempt From Income Tax**

OMB No. 1545-0047

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

**2015**

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).

Open to Public Inspection

**A** For the 2015 calendar year, or tax year beginning **JUL 1, 2015** and ending **JUN 30, 2016**

<b>B</b> Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<b>C</b> Name of organization <b>THINK SMALL</b>		<b>D</b> Employer identification number <b>41-1260581</b>
	Doing business as		<b>E</b> Telephone number <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>34,378,918.</b>
	<b>10 YORKTON COURT</b>		<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 <b>SAINT PAUL, MN 55117</b>		<b>H(b)</b> Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions)
<b>F</b> Name and address of principal officer: <b>BARBARA YATES</b> <b>SAME AS C ABOVE</b>			<b>H(c)</b> Group exemption number ▶
<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>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**

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)	16	
	4	Number of independent voting members of the governing body (Part VI, line 1b)	16	
	5	Total number of individuals employed in calendar year 2015 (Part V, line 2a)	112	
	6	Total number of volunteers (estimate if necessary)	99	
	7a	Total unrelated business revenue from Part VIII, column (C), line 12	0.	
7b	Net unrelated business taxable income from Form 990-T, line 34	0.		
Revenue			Prior Year	Current Year
	8	Contributions and grants (Part VIII, line 1h)	21,130,060.	30,081,488.
	9	Program service revenue (Part VIII, line 2g)	507,612.	512,894.
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	4,200.	2,368.
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	2,366,344.	2,578,988.
12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	24,008,216.	33,175,738.	
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	15,163,266.	22,808,011.
	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)	4,986,584.	5,590,630.
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	0.	0.
	b	Total fundraising expenses (Part IX, column (D), line 25) ▶ <b>346,125.</b>		
	17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	3,634,804.	3,548,493.
	18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	23,784,654.	31,947,134.
19	Revenue less expenses. Subtract line 18 from line 12	223,562.	1,228,604.	
Net Assets or Fund Balances			Beginning of Current Year	End of Year
	20	Total assets (Part X, line 16)	11,367,785.	14,330,132.
	21	Total liabilities (Part X, line 26)	6,920,127.	8,648,092.
22	Net assets or fund balances. Subtract line 21 from line 20	4,447,658.	5,682,040.	

**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> Type or print name and title	

Paid Preparer Use Only	Print/Type preparer's name <b>CHRISTINE OLSEN</b>	Preparer's signature <i>Christine Olsen</i>	Date	Check if self-employed <input type="checkbox"/>	PTIN <b>P01591802</b>
	Firm's name ▶ <b>CLIFTONLARSONALLEN LLP</b>	Firm's EIN ▶ <b>41-0746749</b>			
	Firm's address ▶ <b>220 SOUTH SIXTH STREET, SUITE 300 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. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code: ) (Expenses \$ 24,642,022. Including grants of \$ 22,677,928.) (Revenue \$ 0.) SCHOLARSHIPS AND OTHER FINANCIAL SUPPORTS: THINK SMALL SERVES PROVIDERS AND FAMILIES WITH TARGETED FINANCIAL SUPPORTS. THINK SMALL ADMINISTERS NEARLY 5,300 ELIGIBILITY-BASED SCHOLARSHIPS FOR FAMILIES TO ENROLL CHILDREN IN PROGRAMS WITH PARENT AWARE QUALITY RATINGS. WE ADMINISTER BASIC SLIDING FEE CHILD CARE ASSISTANCE FOR ELIGIBLE LOW-INCOME FAMILIES IN RAMSEY COUNTY. WE CONNECT PROVIDERS WITH QUALITY IMPROVEMENT GRANTS AND EMERGENCY FUNDING FOR EARLY CHILDHOOD PROGRAMS.

4b (Code: ) (Expenses \$ 2,657,764. Including grants of \$ 112,050.) (Revenue \$ 506,360.) PROFESSIONAL DEVELOPMENT, CONSULTATION, AND COACHING: THINK SMALL PROVIDES METRO-WIDE PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOCUSED ON THE ESSENTIAL ELEMENTS OF HIGH QUALITY CARE. OPPORTUNITIES INCLUDE: CLASSES AND WORKSHOPS PROVIDED IN ENGLISH, SPANISH, HMONG, SOMALI, OROMO, AMHARIC, AND KAREN; INDIVIDUAL AND SITE-BASED CONSULTATION AND COACHING SUPPORT; BUSINESS SUPPORT TO HELP MAINTAIN SUCCESSFUL CHILD CARE BUSINESSES; AND CAREER GUIDANCE FOR CERTIFICATION AND LICENSING. IN FY2016 OVER 1,800 TRAININGS WERE HELD WITH TOTAL ENROLLMENT OF 27,787.

4c (Code: ) (Expenses \$ 2,160,595. Including grants of \$ 0.) (Revenue \$ 2,525,127.) 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. THESE PRODUCTS ARE DESIGNED TO ASSIST EARLY CHILDHOOD PROFESSIONALS IN USING STIMULATING, CHILD-CENTERED PRACTICES BASED ON SOUND AND PROVEN THEORY ABOUT LEARNING AND CHILD DEVELOPMENT. REDLEAF PUBLISHES BETWEEN 24 AND 30 NEW TITLES A YEAR AND HAS MORE THAN 275 TITLES IN PRINT. APPROXIMATELY 193,000 PRODUCTS ARE DISTRIBUTED ANNUALLY TO CUSTOMERS BOTH IN THE U.S. AND ABROAD. REDLEAF BOOKS ARE TRANSLATED INTO 14 DIFFERENT LANGUAGES, WITH OVER 40 BOOKS IN TRANSLATION. OVER 50% OF TITLES HAVE BEEN CONVERTED INTO E-BOOKS AND

4d Other program services (Describe in Schedule O) (Expenses \$ 1,052,919. Including grants of \$ 18,033.) (Revenue \$ 0.)

4e Total program service expenses 30,513,300.

**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)? <i>If "Yes," complete Schedule A</i>	X	
2 Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ?	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 <b>Section 501(c)(3) organizations.</b> 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

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

	Yes	No
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?		
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 Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <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 Section 501(c)(3) organizations. 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?		
Note. 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 for line number, description, and Yes/No boxes. Includes sections for backup withholding, employee reporting, unrelated business income, foreign accounts, prohibited tax shelter transactions, and charitable contributions.

**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**

		Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year ..... If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.	16	
1b	Enter the number of voting members included in line 1a, above, who are independent .....	16	
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? .....	2	X
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, or trustees, or key employees to a management company or other person? .....	3	X
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? .....	4	X
5	Did the organization become aware during the year of a significant diversion of the organization's assets? .....	5	X
6	Did the organization have members or stockholders? .....	6	X
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? .....	7a	X
7b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? .....	7b	X
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
8a	The governing body? .....	8a	X
8b	Each committee with authority to act on behalf of the governing body? .....	8b	X
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O .....	9	X

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

		Yes	No
10a	Did the organization have local chapters, branches, or affiliates? .....	10a	X
10b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? .....	10b	
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? .....	11a	X
11b	Describe in Schedule O the process, if any, used by the organization to review this Form 990. ....		
12a	Did the organization have a written conflict of interest policy? If "No," go to line 13 .....	12a	X
12b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? .....	12b	X
12c	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done .....	12c	X
13	Did the organization have a written whistleblower policy? .....	13	X
14	Did the organization have a written document retention and destruction policy? .....	14	X
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
15a	The organization's CEO, Executive Director, or top management official .....	15a	X
15b	Other officers or key employees of the organization .....	15b	X
	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).		
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? .....	16a	X
16b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? .....	16b	

**Section C. Disclosure**

- 17 List the states with which a copy of this Form 990 is required to be filed ▶ MN
- 18 Section 6104 requires an organization to make its Forms 1023 (or 1024 if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.  
 Own website     Another's website     Upon request     Other (explain in Schedule O)
- 19 Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
- 20 State the name, address, and telephone number of the person who possesses the organization's books and records: ▶  
 KRISTEN HARINEN - (651)641-6620  
 10 YORKTON COURT, ST PAUL, MN 55117

**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) Name and Title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) 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) HUNTER SAKLAD CHAIR	1.00	X		X				0.	0.	0.
(2) MARSHALL JOHNSON VICE CHAIR	1.00	X		X				0.	0.	0.
(3) JERRI FREIER SECRETARY	1.00	X		X				0.	0.	0.
(4) MARK LOPTHUS TREASURER	1.00	X		X				0.	0.	0.
(5) ELAINE BIRKEMEYER DIRECTOR	1.00	X						0.	0.	0.
(6) JIM BOYLE DIRECTOR	1.00	X						0.	0.	0.
(7) MARK CROSS DIRECTOR	1.00	X						0.	0.	0.
(8) ANDRE D. DUKES DIRECTOR	1.00	X						0.	0.	0.
(9) BARBARA FARRE DIRECTOR	1.00	X						0.	0.	0.
(10) MATT GROSE DIRECTOR	1.00	X						0.	0.	0.
(11) ROB GRUNEWALD DIRECTOR	1.00	X						0.	0.	0.
(12) H.B. HAYDEN JR DIRECTOR	1.00	X						0.	0.	0.
(13) YOLANDA J. MAJORS DIRECTOR	1.00	X						0.	0.	0.
(14) MARIAM MOHAMED DIRECTOR	1.00	X						0.	0.	0.
(15) KATE NOBLE DIRECTOR	1.00	X						0.	0.	0.
(16) TRACY NORDSTROM DIRECTOR	1.00	X						0.	0.	0.
(17) RHODA REDLEAF DIRECTOR EMERITUS	0.00	X						0.	0.	0.

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) 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) MARY ANN BARROWS WARK DIRECTOR EMERITUS	0.00	X						0.	0.	0.
(19) BARBARA YATES PRESIDENT AND CEO	50.00			X				172,861.	0.	21,774.
(20) KRISTEN HARINEN DIRECTOR OF FINANCE	40.00			X				76,376.	0.	22,907.
(21) TODD OTIS VICE PRESIDENT OF EXTERNAL RELATIONS	40.00					X		113,867.	0.	11,806.
(22) DAVID HEATH DIRECTOR	40.00					X		105,495.	0.	6,737.
(23) RAY ABOYAN CHIEF OPERATING OFFICER	40.00					X		131,235.	0.	25,544.
<b>1b Sub-total</b>								599,834.	0.	88,768.
<b>c Total from continuation sheets to Part VII, Section A</b>								0.	0.	0.
<b>d Total (add lines 1b and 1c)</b>								599,834.	0.	88,768.

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 **4**

	Yes	No
3 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
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? If "Yes," complete Schedule J for such individual	X	
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? If "Yes," complete Schedule J for such person		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) Name and business address	(B) Description of services	(C) Compensation
QUADGRAPHICS, N61 W23044 HARRYS WAY, SUSSEX, WI 53089-3995	PRINTING SERVICES	262,353.
VERSA PRESS INC., 1465 SPRING BAY ROAD, EAST PEORIA, IL 61611-9788	PRINTING SERVICES	208,054.
THE FOUNDATION, 250 MARQUETTE AVENUE SOUTH, MINNEAPOLIS, MN 55401	TECHNOLOGY	139,623.

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 **3**

**Part VIII Statement of Revenue**

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

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514	
Contributions, Gifts, Grants and Other Similar Amounts	1 a	Federated campaigns	1a 500.				
	b	Membership dues	1b				
	c	Fundraising events	1c 623,958.				
	d	Related organizations	1d				
	e	Government grants (contributions)	1e 27,444,081.				
	f	All other contributions, gifts, grants, and similar amounts not included above	1f 2,012,949.				
	g	Noncash contributions included in lines 1a-1f \$	3,453.				
	h	<b>Total.</b> Add lines 1a-1f		30,081,488.			
Program Service Revenue	2 a	PROGRAM SERVICE FEES	Business Code 624410	501,345.	501,345.		
	b	OTHER PROGRAM REVENUE	900099	11,549.	11,549.		
	c						
	d						
	e						
	f	All other program service revenue					
	g	<b>Total.</b> Add lines 2a-2f		512,894.			
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts)		2,368.		2,368.	
	4	Income from investment of tax-exempt bond proceeds					
	5	Royalties		50,887.		50,887.	
	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 \$ 623,958. of contributions reported on line 1c). See Part IV, line 18	a	0.			
			b	Less: direct expenses	b 19,104.		
			c	Net income or (loss) from fundraising events	-19,104.		-19,104.
	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	3,702,669.				
		b	Less: cost of goods sold	b 1,184,076.			
		c	Net income or (loss) from sales of inventory	2,518,593.	2,518,593.		
Miscellaneous Revenue			Business Code				
11 a	MISCELLANEOUS REVENUE	900099		28,612.		28,612.	
		b					
		c					
		d	All other revenue				
e	<b>Total.</b> Add lines 11a-11d		28,612.				
12	<b>Total revenue.</b> See instructions.		33,175,738.	3,031,487.	0.	62,763.	

**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) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 ...	22,808,011.	22,808,011.		
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	298,646.	123,024.	124,195.	51,427.
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	4,375,978.	3,656,609.	542,934.	176,435.
8 Pension plan accruals and contributions (Include section 401(k) and 403(b) employer contributions)	139,026.	127,736.	8,258.	3,032.
9 Other employee benefits	431,002.	399,346.	20,392.	11,264.
10 Payroll taxes	345,978.	283,529.	46,454.	15,995.
11 Fees for services (non-employees):				
a Management				
b Legal	19,058.	468.	18,590.	
c Accounting	20,556.	8,000.	12,556.	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees	5,276.		5,276.	
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch O.)	1,074,653.	897,745.	147,366.	29,542.
12 Advertising and promotion	464,453.	455,421.	5,995.	3,037.
13 Office expenses	773,471.	738,746.	22,291.	12,434.
14 Information technology	102,381.	80,584.	15,299.	6,498.
15 Royalties				
16 Occupancy	323,936.	304,052.	14,614.	5,270.
17 Travel	112,245.	77,156.	27,246.	7,843.
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	68,205.	51,547.	14,740.	1,918.
20 Interest	17,303.	15,142.	1,640.	521.
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	404,890.	375,103.	23,862.	5,925.
23 Insurance	58,175.	31,391.	25,664.	1,120.
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 <b>BAD DEBT EXPENSE</b>	50,106.	37,806.		12,300.
b <b>CREDIT CARD/BANK FEES</b>	47,793.	39,806.	7,402.	585.
c <b>SUBSCRIPTIONS AND DUES</b>	4,615.	1,165.	2,875.	575.
d				
e All other expenses	1,377.	913.	60.	404.
25 Total functional expenses. Add lines 1 through 24e	31,947,134.	30,513,300.	1,087,709.	346,125.
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) Beginning of year		(B) End of year	
Assets	1	Cash - non-interest-bearing	490,371.	1	1,519,806.
	2	Savings and temporary cash investments	2,322,283.	2	53,859.
	3	Pledges and grants receivable, net	66,494.	3	824,830.
	4	Accounts receivable, net	3,713,101.	4	7,186,332.
	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	633,766.	8	624,619.
	9	Prepaid expenses and deferred charges	201,247.	9	177,467.
	10a	Land, buildings, and equipment; cost or other basis. Complete Part VI of Schedule D	3,941,621.		
		10a			
	b	Less: accumulated depreciation	2,550,202.		
		10b			
		10c	1,470,206.		1,391,419.
	11	Investments - publicly traded securities	690,129.	11	716,696.
	12	Investments - other securities. See Part IV, line 11	670,969.	12	644,781.
13	Investments - program-related. See Part IV, line 11		13		
14	Intangible assets	15,412.	14	13,071.	
15	Other assets. See Part IV, line 11	1,093,807.	15	1,177,252.	
16	<b>Total assets.</b> Add lines 1 through 15 (must equal line 34)	11,367,785.	16	14,330,132.	
Liabilities	17	Accounts payable and accrued expenses	3,879,276.	17	4,575,506.
	18	Grants payable		18	
	19	Deferred revenue	2,625,769.	19	3,667,596.
	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	415,082.	23	404,990.
	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	6,920,127.	26	8,648,092.
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	3,943,198.	27	4,024,030.
	28	Temporarily restricted net assets	504,460.	28	1,658,010.
	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>	4,447,658.	33	5,682,040.	
34	<b>Total liabilities and net assets/fund balances</b>	11,367,785.	34	14,330,132.	

**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	33,175,738.
2	Total expenses (must equal Part IX, column (A), line 25)	2	31,947,134.
3	Revenue less expenses. Subtract line 2 from line 1	3	1,228,604.
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	4,447,658.
5	Net unrealized gains (losses) on investments	5	5,778.
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	5,682,040.

**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 _____ 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? 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: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	2a	X
b	Were the organization's financial statements audited by an independent accountant? 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: <input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	2b	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? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.	2c	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?	3a	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	3b	X

Form 990 (2015)



**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) 2011	(b) 2012	(c) 2013	(d) 2014	(e) 2015	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	6,955,864.	7,247,407.	17,117,049.	21,130,060.	30,084,013.	82,534,393.
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 Total. Add lines 1 through 3	6,955,864.	7,247,407.	17,117,049.	21,130,060.	30,084,013.	82,534,393.
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 Public support. Subtract line 5 from line 4.						82,534,393.

**Section B. Total Support**

Calendar year (or fiscal year beginning in)	(a) 2011	(b) 2012	(c) 2013	(d) 2014	(e) 2015	(f) Total
7 Amounts from line 4	6,955,864.	7,247,407.	17,117,049.	21,130,060.	30,084,013.	82,534,393.
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	51,895.	34,630.	32,857.	48,730.	53,255.	221,367.
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.)	3,004.	9,472.	43,367.	34,069.	28,612.	118,524.
11 Total support. Add lines 7 through 10						82,874,284.
12 Gross receipts from related activities, etc. (see instructions)					12	18,614,739.
13 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						<input type="checkbox"/>

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

14 Public support percentage for 2015 (line 6, column (f) divided by line 11, column (f))	14	99.59 %
15 Public support percentage from 2014 Schedule A, Part II, line 14	15	99.80 %
16a 33 1/3% support test - 2015. 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 33 1/3% support test - 2014. 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 10% -facts-and-circumstances test - 2015. 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 10% -facts-and-circumstances test - 2014. 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 Private foundation. 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) 2011	(b) 2012	(c) 2013	(d) 2014	(e) 2015	(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) 2011	(b) 2012	(c) 2013	(d) 2014	(e) 2015	(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 2015 (line 8, column (f) divided by line 13, column (f)) .....	15	%
16 Public support percentage from 2014 Schedule A, Part III, line 15 .....	16	%

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

17 Investment income percentage for 2015 (line 10c, column (f) divided by line 13, column (f)) .....	17	%
18 Investment income percentage from 2014 Schedule A, Part III, line 17 .....	18	%

19a 33 1/3% support tests - 2015. 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 - 2014. 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 in line 11 on 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
<b>1</b> 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.		
<b>2</b> 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).		
<b>3a</b> Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer (b) and (c) below.		
<b>b</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.		
<b>c</b> 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.		
<b>4a</b> 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>b</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.		
<b>c</b> 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.		
<b>5a</b> 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>b</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?		
<b>c</b> Substitutions only. Was the substitution the result of an event beyond the organization's control?		
<b>6</b> Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? If "Yes," provide detail in Part VI.		
<b>7</b> Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).		
<b>8</b> Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).		
<b>9a</b> 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>b</b> Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? If "Yes," provide detail in Part VI.		
<b>c</b> Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? If "Yes," provide detail in Part VI.		
<b>10a</b> Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? If "Yes," answer 10b below.		
<b>b</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. All Type III Supporting Organizations**

	Yes	No
1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?	1	
2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).	2	
3 By reason of the relationship described 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.	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.	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.	3a	
b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.	3b	

**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 2015 from Section C, line 6	
10 Line 8 amount divided by Line 9 amount	

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2015	(iii) Distributable Amount for 2015
1 Distributable amount for 2015 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2015 (reasonable cause required-see instructions)			
3 Excess distributions carryover, if any, to 2015:			
a			
b			
c			
d From 2013			
e From 2014			
f <b>Total of lines 3a through e</b>			
g Applied to underdistributions of prior years			
h Applied to 2015 distributable amount			
i Carryover from 2010 not applied (see instructions)			
j <b>Remainder.</b> Subtract lines 3g, 3h, and 3i from 3f.			
4 Distributions for 2015 from Section D, line 7: \$			
a Applied to underdistributions of prior years			
b Applied to 2015 distributable amount			
c <b>Remainder.</b> Subtract lines 4a and 4b from 4.			
5 Remaining underdistributions for years prior to 2015, if any. Subtract lines 3g and 4a from line 2 (if amount greater than zero, see instructions).			
6 Remaining underdistributions for 2015. Subtract lines 3h and 4b from line 1 (if amount greater than zero, see instructions).			
7 <b>Excess distributions carryover to 2016.</b> Add lines 3j and 4c.			
8 Breakdown of line 7:			
a			
b			
c Excess from 2013			
d Excess from 2014			
e Excess from 2015			

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

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

MISCELLANEOUS

2011 AMOUNT: \$ 3,004.

2012 AMOUNT: \$ 9,472.

2013 AMOUNT: \$ 43,367.

2014 AMOUNT: \$ 34,069.

2015 AMOUNT: \$ 28,612.

**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

**2015**

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).

Name of organization <b>THINK SMALL</b>	Employer identification number <b>41-1260581</b>
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**Part I Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1		\$ <u>1,020,500.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2		\$ <u>2,757,359.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
3		\$ <u>654,424.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
4		\$ <u>18,195,846.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
5		\$ <u>4,511,220.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization <b>THINK SMALL</b>	Employer identification number <b>41-1260581</b>
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**Part II** Noncash Property (see instructions). Use duplicate copies of Part II if additional space is needed.

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

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

**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 this 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

**2015**

Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

For Organizations Exempt From Income Tax Under section 501(c) and section 527  
 ▶ **Complete if the organization is described below.** ▶ Attach to Form 990 or Form 990-EZ.  
 ▶ Information about Schedule C (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

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

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

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

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

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

- 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) 2015

LHA  
532041  
10-05-15

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

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

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

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)		(a) Filing organization's totals	(b) Affiliated group totals												
1a	Total lobbying expenditures to influence public opinion (grass roots lobbying)	74,691.													
b	Total lobbying expenditures to influence a legislative body (direct lobbying)	24,499.													
c	Total lobbying expenditures (add lines 1a and 1b)	99,190.													
d	Other exempt purpose expenditures	31,501,819.													
e	Total exempt purpose expenditures (add lines 1c and 1d)	31,601,009.													
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 (or fiscal year beginning in)	(a) 2012	(b) 2013	(c) 2014	(d) 2015	(e) Total	
2a	Lobbying nontaxable amount	648,000.	1,000,000.	1,000,000.	1,000,000.	3,648,000.
b	Lobbying ceiling amount (150% of line 2a, column (e))					5,472,000.
c	Total lobbying expenditures	127,354.	143,983.	95,158.	99,190.	465,685.
d	Grassroots nontaxable amount	162,000.	250,000.	250,000.	250,000.	912,000.
e	Grassroots ceiling amount (150% of line 2d, column (e))					1,368,000.
f	Grassroots lobbying expenditures	117,930.	126,989.	87,271.	74,691.	406,881.

Schedule C (Form 990 or 990-EZ) 2015

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

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

	(a)		(b)
	Yes	No	Amount
<b>1</b> During the year, did the filing organization attempt to influence foreign, national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of:			
<b>a</b> Volunteers?			
<b>b</b> Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?			
<b>c</b> Media advertisements?			
<b>d</b> Mailings to members, legislators, or the public?			
<b>e</b> Publications, or published or broadcast statements?			
<b>f</b> Grants to other organizations for lobbying purposes?			
<b>g</b> Direct contact with legislators, their staffs, government officials, or a legislative body?			
<b>h</b> Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?			
<b>i</b> Other activities?			
<b>j</b> Total. Add lines 1c through 1i			
<b>2a</b> Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?			
<b>b</b> If "Yes," enter the amount of any tax incurred under section 4912			
<b>c</b> If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
<b>d</b> 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
<b>1</b> Were substantially all (90% or more) dues received nondeductible by members?		
<b>2</b> Did the organization make only in-house lobbying expenditures of \$2,000 or less?		
<b>3</b> Did the organization agree to carry over lobbying and political expenditures from the prior year?		

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

<b>1</b> Dues, assessments and similar amounts from members	<b>1</b>	
<b>2</b> Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).		
<b>a</b> Current year	<b>2a</b>	
<b>b</b> Carryover from last year	<b>2b</b>	
<b>c</b> Total	<b>2c</b>	
<b>3</b> Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	<b>3</b>	
<b>4</b> 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?	<b>4</b>	
<b>5</b> Taxable amount of lobbying and political expenditures (see instructions)	<b>5</b>	

**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" on 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

**2015**

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" on 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" on Form 990, Part IV, line 7.

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

Preservation of land for public use (e.g., recreation or education)     Preservation of a historically important land area

Protection of natural habitat     Preservation of a certified historic structure

Preservation of open space

2 Complete lines 2a through 2d if the organization held a 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

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ \_\_\_\_\_

4 Number of states where property subject to conservation easement is located ▶ \_\_\_\_\_

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? .....

Yes     No

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

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \$ \_\_\_\_\_

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? .....

Yes     No

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

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

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

1a If the organization elected, as permitted under 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.

b 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 on Form 990, Part VIII, line 1 .....

▶ \$ \_\_\_\_\_

(ii) Assets included in Form 990, Part X .....

▶ \$ \_\_\_\_\_

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items:

a Revenue included on 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" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

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

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

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

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

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

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

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

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

- (i) unrelated organizations
- (ii) related organizations

	Yes	No
3a(i)		
3a(ii)		
3b		

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

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

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

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

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		2,732,189.	1,659,323.	1,072,866.
c Leasehold improvements		8,150.	6,791.	1,359.
d Equipment		996,282.	884,088.	112,194.
e Other				
<b>Total.</b> Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				1,391,419.

**Part VII Investments - Other Securities.**

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

(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)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Col. (b) must equal Form 990, Part X, col. (B) line 12.)		

**Part VIII Investments - Program Related.**

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

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Col. (b) must equal Form 990, Part X, col. (B) line 13.)		

**Part IX Other Assets.**

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

(a) Description	(b) Book value
(1) SECURITY DEPOSITS	12,400.
(2) CAPITALIZED DEVELOPMENT COSTS, NET	1,164,852.
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.)	1,177,252.

**Part X Other Liabilities.**

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

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

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under 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" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements		1	34,384,696.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:			
a	Net unrealized gains (losses) on investments	2a	5,778.	
b	Donated services and use of facilities	2b		
c	Recoveries of prior year grants	2c		
d	Other (Describe in Part XIII.)	2d	1,203,180.	
e	Add lines 2a through 2d	2e		1,208,958.
3	Subtract line 2e from line 1	3		33,175,738.
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:			
a	Investment expenses not included on Form 990, Part VII, 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		33,175,738.

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

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

1	Total expenses and losses per audited financial statements		1	33,150,314.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:			
a	Donated services and use of facilities	2a		
b	Prior year adjustments	2b		
c	Other losses	2c		
d	Other (Describe in Part XIII.)	2d	1,203,180.	
e	Add lines 2a through 2d	2e		1,203,180.
3	Subtract line 2e from line 1	3		31,947,134.
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:			
a	Investment expenses not included on Form 990, Part VII, 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		31,947,134.

**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, 2016 OR 2015.

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	1,184,076.
SPECIAL EVENT EXPENSES	19,104.
TOTAL TO SCHEDULE D, PART XI, LINE 2D	1,203,180.

PART XII, LINE 2D - OTHER ADJUSTMENTS:

COST OF GOODS SOLD	1,184,076.
SPECIAL EVENT EXPENSES	19,104.
TOTAL TO SCHEDULE D, PART XII, LINE 2D	1,203,180.



**Part II Fundraising Events.** Complete if the organization answered "Yes" on Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than \$5,000.

		(a) Event #1	(b) Event #2	(c) Other events	(d) Total events
		LEADERS FOR EARLY LEARNE (event type)	(event type)	NONE (total number)	(add col. (a) through col. (c))
Revenue	1	Gross receipts	623,958.		623,958.
	2	Less: Contributions	623,958.		623,958.
	3	Gross income (line 1 minus line 2)			
Direct Expenses	4	Cash prizes			
	5	Noncash prizes	2,137.		2,137.
	6	Rent/facility costs	200.		200.
	7	Food and beverages	5,706.		5,706.
	8	Entertainment			
	9	Other direct expenses	11,061.		11,061.
	10	Direct expense summary. Add lines 4 through 9 in column (d)			19,104.
	11	Net income summary. Subtract line 10 from line 3, column (d)			-19,104.

**Part III Gaming.** Complete if the organization answered "Yes" on Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

		(a) Bingo	(b) Pull tabs/instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (add col. (a) through col. (c))
		1	Gross revenue		
Direct Expenses	2	Cash prizes			
	3	Noncash prizes			
	4	Rent/facility costs			
	5	Other direct expenses			
	6	Volunteer labor	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No
7	Direct expense summary. Add lines 2 through 5 in column (d)				
8	Net gaming income summary. Subtract line 7 from line 1, column (d)				

9 Enter the state(s) in which the organization conducts gaming activities: \_\_\_\_\_  
 a Is the organization licensed to conduct gaming activities in each of these states?  Yes  No  
 b If "No," explain: \_\_\_\_\_

10a Were any of the organization's gaming licenses revoked, suspended or terminated during the tax year?  Yes  No  
 b If "Yes," explain: \_\_\_\_\_





**SCHEDULE I**  
**(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Grants and Other Assistance to Organizations,  
Governments, and Individuals in the United States**  
Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.

OMB No. 1545-0047

**2015**

Open to Public  
Inspection

Name of the organization

**THINK SMALL**

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

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 RS EARLY CHILDHOOD LEARNING CENTER - 4900 85TH AVE N - BROOKLYN PARK, MN 55443	37-1580191	501(C)(3)	161,626.	0, N/A	N/A		EARLY LEARNING SUPPORT
A CHANCE TO GROW INC 1800 2ND ST NE MINNEAPOLIS, MN 55418	41-1444113	501(C)(3)	52,421.	0, N/A	N/A		EARLY LEARNING SUPPORT
ACADEMIA CESAR CHAVEZ CHARTER SCHOOL - 1800 AMES AVE E - ST PAUL, MN 55119	41-1972242	501(C)(3)	57,060.	0, N/A	N/A		EARLY LEARNING SUPPORT
AGAPE CHILD DEVELOPMENT CENTER 2304 EMERSON AVE N MINNEAPOLIS, MN 55411	41-1914493	501(C)(3)	60,756.	0, N/A	N/A		EARLY LEARNING SUPPORT
ALL GOD'S CHILDREN 4735 BASSETT CREEK DR GOLDEN VALLEY, MN 55422	41-1879712	501(C)(3)	15,891.	0, N/A	N/A		EARLY LEARNING SUPPORT
ALL WE CAN BE 1418 DODDRIDGE AVE CLOQUET, MN 55720	41-1000979	501(C)(3)	31,058.	0, N/A	N/A		EARLY LEARNING SUPPORT

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table **125.**

3 Enter total number of other organizations listed in the line 1 table **103.**

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

(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
ALPHABET JUNCTION S 169 ELDORADO DR JORDAN, MN 55352	90-0913765	N/A	8,928.	0.	N/A	N/A	EARLY LEARNING SUPPORT
AMHERST H WILDER FOUNDATION CFS BILLING 451 LEXINGTON PKWY N ST PAUL, MN 55104	41-0693889	501(C)(3)	209,783.	0.	N/A	N/A	EARLY LEARNING SUPPORT
AMY MICHELLE DERUSHA 768 NICK LN BOVEY, MN 55709	20-3264235	N/A	6,133.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ANAB A ADEN 6720 DUCK LAKE RD EDEN PRAIRIE, MN 55346		N/A	10,586.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ANGELA KAPP DBA ARONA CHILD DEVELOPMENT 1475 AR ST PAUL, MN 55108	45-5496096	N/A	8,096.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ANOKA COUNTY COMMUNITY ACTION PROGRAM INC - HEAD START 1201 89TH AVE NE STE 345 - BLAINE, MN 55434	41-6048575	501(C)(3)	254,214.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ARROWHEAD ECONOMIC OPPORTUNITY AGENCY, INC - 702 3RD AVE S - VIRGINIA, MN 55792	41-6052144	501(C)(3)	208,330.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ARZAC BRENDIA 2922 18TH AVE #2 MINNEAPOLIS, MN 55407		N/A	12,414.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ATRESLA EARLY LEARNING CENTER 2101 E 35TH ST MINNEAPOLIS, MN 55407	41-19995090	501(C)(3)	15,395.	0.	N/A	N/A	EARLY LEARNING CENTER

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
AUDREY NEAL 1038 BLAIR AVE ST PAUL, MN 55104	20-4214685	N/A	12,979.	0.	N/A	N/A	EARLY LEARNING SUPPORT
BABYS SPACE A PLACE TO GROW 2438 18TH AVE S MINNEAPOLIS, MN 55404	20-4502788	501(C)(3)	315,305.	0.	N/A	N/A	EARLY LEARNING SUPPORT
BAHILA Y BARRE 1029 HAZELWOOD ST ST PAUL, MN 55106	N/A	N/A	18,535.	0.	N/A	N/A	EARLY LEARNING SUPPORT
BARAKA CHILD CARE CENTER 1910 CHICAGO AVE S MINNEAPOLIS, MN 55404	90-0649128	N/A	9,407.	0.	N/A	N/A	EARLY LEARNING SUPPORT
BARNUM LITTLE B'S CHILDCARE CENTER 3690 CO RD 140 BARNUM, MN 55707	26-0640565	N/A	51,152.	0.	N/A	N/A	EARLY LEARNING SUPPORT
BARNUM PUBLIC SCHOOLS 3675 COUNTY RD 140 BARNUM, MN 55707	41-6000448	SCHOOL DISTRICT	11,437.	0.	N/A	N/A	EARLY LEARNING SUPPORT
BEATRICE L JULIAN 3101 KNOX AVE N MINNEAPOLIS, MN 55411	N/A	N/A	5,899.	0.	N/A	N/A	EARLY LEARNING SUPPORT
BELLE PLAINE MEMORIES AND MILESTONES ACADEMY LLC - 900 E SOUTH ST - BELLE PLAINE, MN 56011	45-4324677	N/A	58,664.	0.	N/A	N/A	EARLY LEARNING SUPPORT
BESSIE J MANGA 829 THOMAS AVE N MINNEAPOLIS, MN 55411	N/A	N/A	9,649.	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
BETHEL UNIVERSITY 376 WESTERN AVE ST PAUL, MN 55103	41-0708577	501(C)(3)	27,599.	0. N/A	N/A		EARLY LEARNING SUPPORT
BLOOM EARLY LEARNING 17805 COUNTY RD 6 PLYMOUTH, MN 55447	41-1939043	501(C)(3)	20,522.	0. N/A	N/A		EARLY LEARNING SUPPORT
BOBEI KRUMHEI 25110 COUNTY RD 435 GRAND RAPIDS, MN 55744	26-1516240	N/A	5,347.	0. N/A	N/A		EARLY LEARNING SUPPORT
BOIS FORTE RESERVATION TRIBAL COUNCIL - 5344 LAKESHORE DR - NETT LAKE, MN 55772	41-0954784	TRIBAL GOVERNMENT	13,295.	0. N/A	N/A		EARLY LEARNING SUPPORT
BRIGHT WATER MONTESSORI 5140 FREMONT AVE N MINNEAPOLIS, MN 55430	20-0366251	501(C)(3)	74,045.	0. N/A	N/A		EARLY LEARNING SUPPORT
BROOKLYN CENTER COMMUNITY EDUCATION - ATTN: PFN SCHOOL READINESS PROJECT-PCFE 6500 HUMBOLDT AVE N - BROOKLYN CENTER,	41-6009038	GOVERNMENT	131,081.	0. N/A	N/A		EARLY LEARNING SUPPORT
BUILDING BLOCK CHILD CARE INC 3405 ANNAPOLIS LN N STE 100 PLYMOUTH, MN 55447	41-0971379	501(C)(3)	313,243.	0. N/A	N/A		EARLY LEARNING SUPPORT
BUSY BEES CHILD CARE CENTER INC 3300 CENTURY AVE WHITE BEAR LAKE, MN 55110	41-1340329	N/A	11,917.	0. N/A	N/A		EARLY LEARNING SUPPORT
CAROL MATHEY'S CENTER FOR CHILDREN AND FAMILIES INC - 6060 43RD ST N - OAKDALE, MN 55128	41-1647445	501(C)(3)	12,994.	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		
CATHOLIC CHARITIES OF THE ARCHDIOCESE OF ST PAUL AND MINNEAP - 1200 2ND AVE S - MINNEAPOLIS, MN 55403	41-1302487	501(C)(3)	242,282.	0.	N/A	N/A	EARLY LEARNING SUPPORT		
CENTENNIAL PUBLIC SCHOOLS 4707 NORTH RD CIRCLE PINES, MN 55014	41-6008811	501(C)(3)	30,388.	0.	N/A	N/A	EARLY LEARNING SUPPORT		
CENTRAL LUTHERAN SCHOOL 775 N LEXINGTON PKWY ST PAUL, MN 55104	41-6008777	501(C)(3)	25,328.	0.	N/A	N/A	EARLY LEARNING SUPPORT		
CENTRO TYRONE GUZMAN 1915 CHICAGO AVE S MINNEAPOLIS, MN 55404	41-1290349	501(C)(3)	50,305.	0.	N/A	N/A	EARLY LEARNING SUPPORT		
CHABAD ACADEMY INC 1758 FORD PKWY ST PAUL, MN 55116	41-1763768	501(C)(3)	65,892.	0.	N/A	N/A	EARLY LEARNING SUPPORT		
CHARLOTTE SPENCE 2604 42ND AVE N MINNEAPOLIS, MN 55412	33-1172255	N/A	7,998.	0.	N/A	N/A	EARLY LEARNING SUPPORT		
CHEE MOUA VANG 4519 NEWTON AVE N MINNEAPOLIS, MN 55412			15,970.	0.	N/A	N/A	EARLY LEARNING SUPPORT		
CHILDREN'S COUNTRY DAY SCHOOL INC 1588 S VICTORIA RD MENDOTA HEIGHTS, MN 55118	41-1442559	N/A	32,299.	0.	N/A	N/A	EARLY LEARNING SUPPORT		
CHILDREN'S DISCOVERY CHILD CARE AND LEARNING INC - 3665 TALMAGE CIR - VADNAIS HEIGHTS, MN 55110	41-1391058	N/A	31,240.	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
CHRISTA E MOSTOLLER 523 NE 8TH AVE GRAND RAPIDS, MN 55744	38-3733178	N/A	8,927.	0.	N/A	N/A	EARLY LEARNING SUPPORT
CHURCH OF ST JAMES OF ST PAUL 496 VIEW ST ST PAUL, MN 55102	41-0721706	501(C)(3)	33,467.	0.	N/A	N/A	EARLY LEARNING SUPPORT
CIRCULO DE AMIGOS CHILD CARE CENTER LLC - 2830 CEDAR AVE S - MINNEAPOLIS, MN 55407	27-2100503	N/A	13,943.	0.	N/A	N/A	EARLY LEARNING SUPPORT
CIRCULO DE AMIGOS CHILD CARE INC 2922 18TH AVE S #1 MINNEAPOLIS, MN 55407	20-0805140	N/A	15,780.	0.	N/A	N/A	EARLY LEARNING SUPPORT
CLOSE TO MY HEART 1740 VAN DYKE ST MAPLEWOOD, MN 55109	41-1847732	501(C)(3)	27,463.	0.	N/A	N/A	EARLY LEARNING SUPPORT
COMFORT DAYCARE 310 E 38TH ST STE LL35 MINNEAPOLIS, MN 55409	27-1285294	N/A	23,248.	0.	N/A	N/A	EARLY LEARNING SUPPORT
COMMUNITY ACTION PARTNERSHIPS RAMSEY & WASHINGTON COUNTIES - ATTN: RICH BOYCE 450 SYNDICATE ST - ST PAUL, MN 55104	41-0883443	501(C)(3)	710,584.	0.	N/A	N/A	EARLY LEARNING SUPPORT
CORNERSTONE MONTESOPRI SCHOOL 1611 AMES AVE ST PAUL, MN 55106	41-1361913	501(C)(3)	83,060.	0.	N/A	N/A	EARLY LEARNING SUPPORT
CREATIVE KIDS ACADEMY ATTN: BRANDY SROGA-COONS 855 VILLAGE CENTER DR # 382 - ST PAUL, MN 55127	26-4136621	N/A	81,317.	0.	N/A	N/A	EARLY LEARNING SUPPORT

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CROCUS HILL SCHOOL INC 60 N KENT STREET ST PAUL, MN 55102	41-1947669	N/A	14,314.	0./N/A	N/A		EARLY LEARNING SUPPORT
DEBRA ARCHER 1073 HIGHWAY 61 TWO HARBORS, MN 55616		N/A	17,658.	0./N/A			EARLY LEARNING SUPPORT
DIANE LYNN SCHUETTE 2563 HENSLON AVE N OAKDALE, MN 55128		N/A	11,350.	0./N/A			EARLY LEARNING SUPPORT
DISCOVERY INTERNATIONAL CO 7856 TESSMAN DR N BROOKLYN PARK, MN 55445	47-2855892	N/A	5,388.	0./N/A			EARLY LEARNING SUPPORT
DODGE NATURE PRESCHOOL & THOMAS IRVINE NATURE CENTER - 1715 CHARLTON ST - WEST ST PAUL, MN 55118	41-6081794	501(C)(3)	49,600.	0./N/A			EARLY LEARNING SUPPORT
DOVE CHILD CARE INC EAGAN MONTSSORI - 1250 LONE OAK RD - EAGAN, MN 55121	14-1980747	N/A	6,538.	0./N/A			EARLY LEARNING SUPPORT
DULUTH AREA FAMILY YMCA 301 WEST 1ST ST DULUTH, MN 55802	41-0693931	501(C)(3)	18,946.	0./N/A			EARLY LEARNING SUPPORT
ECFE OSSEO AREA SCHOOLS ATTN: SALLY NAULT-MAURER 9401 FERNBROOK LN N - MAPLE GROVE, MN 55369	41-6001421	SCHOOL DISTRICT	146,101.	0./N/A			EARLY LEARNING SUPPORT
EDINA MORNINGSIDE COMMUNITY CHURCH 4201 MORNINGSIDE RD EDINA, MN 55416	41-0832616	501(C)(3)	10,965.	0./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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EL BOSQUE ENCANTADO LLC 15033 HWY 13 S STE 2000 PRIOR LAKE, MN 55372	45-3131543	N/A	7,833.	0.	N/A	N/A	EARLY LEARNING SUPPORT				
ELIM PRESCHOOL INC 685 13TH AVE NE MINNEAPOLIS, MN 55413	26-3996303	501(C)(3)	18,650.	0.	N/A	N/A	EARLY LEARNING SUPPORT				
ENDION SQUARE CHILDCARE CENTER 1823 E SUPERIOR ST DULUTH, MN 55812	45-3114150	N/A	16,189.	0.	N/A	N/A	EARLY LEARNING SUPPORT				
ESPECIALLY FOR CHILDREN INC 5223 W 73RD ST EDINA, MN 55439	41-1318998	N/A	53,859.	0.	N/A	N/A	EARLY LEARNING SUPPORT				
EXCELL ACADEMY FOR HIGHER LEARNING CHARTER SCHOOL - 6510 ZANE AVENUE N - BROOKLYN PARK, MN 55429	41-1968867	501(C)(3)	94,611.	0.	N/A	N/A	EARLY LEARNING SUPPORT				
FAIZA MOHAMED BAYER 2530 12TH AVE S UNIT 1 MINNEAPOLIS, MN 55404	26-4815632	N/A	14,686.	0.	N/A	N/A	EARLY LEARNING SUPPORT				
FAMILY CHILD CARE 5100 PAUL DR BROOKLYN CENTER, MN 55429	N/A	N/A	28,758.	0.	N/A	N/A	EARLY LEARNING SUPPORT				
FAMILYWISE SERVICES 3036 UNIVERSITY AVE SE MINNEAPOLIS, MN 55414	41-1343909	501(C)(3)	13,744.	0.	N/A	N/A	EARLY LEARNING SUPPORT				
FRASER STAR PROGRAM 2400 W 64TH ST RICHFIELD, MN 55423	41-0781858	501(C)(3)	29,690.	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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GOLDEN VALLEY LUTHERAN CHURCH 5501 GLENWOOD AVE GOLDEN VALLEY, MN 55422	41-6009103	501(C)(3)	8,877.	0	N/A	N/A	EARLY LEARNING SUPPORT
GREAT START MONTESSORI SCHOOL 2000 MERRIMAC LN PLYMOUTH, MN 55447	46-5190206	N/A	5,200.	0	N/A	N/A	EARLY LEARNING SUPPORT
HALLIE Q. BROWN COMMUNITY CTR 270 N KENT ST ST. PAUL, MN 55102	41-0693846	501(C)(3)	42,412.	0	N/A	N/A	EARLY LEARNING SUPPORT
HAND IN HAND CHILD CARE CENTER 1250 CONCORDIA AVE ST PAUL, MN 55104	41-0696906	501(C)(3)	27,106.	0	N/A	N/A	EARLY LEARNING SUPPORT
HAPPY TIME DAY CARE CENTER 203 N 25TH AVE W DULUTE, MN 55806	41-0956465	501(C)(3)	42,790.	0	N/A	N/A	EARLY LEARNING SUPPORT
HASTINGS CHILD DEVELOPMENT CENTER 210 17TH ST W HASTINGS, MN 55033	26-4128190	N/A	26,015.	0	N/A	N/A	EARLY LEARNING SUPPORT
HAYLEY BOHO 1816 3RD AVE ANOKA, MN 55303	20-8068183	N/A	6,816.	0	N/A	N/A	EARLY LEARNING SUPPORT
HEMNANTOWN COMMUNITY CHURCH 4880 MAPLE GROVE RD HEMNANTOWN, MN 55811	41-1741384	501(C)(3)	39,703.	0	N/A	N/A	EARLY LEARNING SUPPORT
HONG AMERICAN PARTNERSHIP 1075 ARCADE ST ST PAUL, MN 55106	41-1667580	501(C)(3)	79,846.	0	N/A	N/A	EARLY LEARNING SUPPORT

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HOLLY ANDERSON 41425 STATE HIGHWAY 65 MCGREGOR, MN 55760	26-3902860	N/A	8,299.	0.	N/A	N/A	EARLY LEARNING SUPPORT
HOYO CHILD CARE 3600 NICOLLET AVE S MINNEAPOLIS, MN 55409	27-5560668	N/A	5,955.	0.	N/A	N/A	EARLY LEARNING SUPPORT
HOPKINS EARLY LEARNING CENTER ATTN: JULIA WINKELMAN 125 MONROE AV HOPKINS, MN 55343	41-1408605	501(C)(3)	11,394.	0.	N/A	N/A	EARLY LEARNING SUPPORT
INTERMEDIATE DISTRICT 287 NORTH EDUCATION CENTER 1820 XENIUM PLYMOUTH, MN 55441	41-0970130	SCHOOL DISTRICT	28,177.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 001 - AITKIN 225 2ND AVE SW AITKIN, MN 56431	41-5000001	SCHOOL DISTRICT	40,439.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 02 - HILL CITY 500 IONE AVE HILL CITY, MN 55748	41-6000027	SCHOOL DISTRICT	37,759.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 04 - MCGREGOR 148 S 2ND ST MCGREGOR, MN 55760	41-6007875	SCHOOL DISTRICT	20,000.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 100 - WRENSHALL 207 PIONEER DR WRENSHALL, MN 55797	41-6000454	SCHOOL DISTRICT	37,500.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 108 - CENTRAL KURIOUS KIDS 531 MONROE ST NORWOOD YOUNG AMERICA, MN 55368	41-6000487	SCHOOL DISTRICT	42,050.	0.	N/A	N/A	EARLY LEARNING SUPPORT

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ISD 11 - ANOKA-HENNEPIN 2727 N FERRY ST ANOKA, MN 55303	41-6008267	SCHOOL DISTRICT	148,132.	0. N/A	N/A		EARLY LEARNING SUPPORT
ISD 110 - WACONIA 512 INDUSTRIAL BLVD WACONIA, MN 55387	41-6000476	SCHOOL DISTRICT	37,481.	0. N/A	N/A		EARLY LEARNING SUPPORT
ISD 111 - WATERTOWN-MAYER 1001 HIGHWAY 25 NW WATERTOWN, MN 55388	41-6000473	SCHOOL DISTRICT	37,500.	0. N/A	N/A		EARLY LEARNING SUPPORT
ISD 112 - EASTERN CARVER COUNTY 11 PEAVEY RD CHASKA, MN 55318	41-6000464	SCHOOL DISTRICT	39,513.	0. N/A	N/A		EARLY LEARNING SUPPORT
ISD 13 - COLUMBIA HEIGHTS 1440 49TH AVE NE COLUMBIA HEIGHTS, MN 55421	41-6000080	SCHOOL DISTRICT	120,347.	0. N/A	N/A		EARLY LEARNING SUPPORT
ISD 14 - FRIDLEY 6000 W MOORE LAKE DR FRIDLEY, MN 55432	41-6000056	SCHOOL DISTRICT	106,062.	0. N/A	N/A		EARLY LEARNING SUPPORT
ISD 15 - ST FRANCIS 4115 AMBASSADOR BLVD ST FRANCIS, MN 55070	41-6008370	SCHOOL DISTRICT	12,060.	0. N/A	N/A		EARLY LEARNING SUPPORT
ISD 16 - SPRING LAKE PARK COMMUNITY ED 1415 81ST AVE NE SPRING LAKE PARK, MN 55432	41-6008529	SCHOOL DISTRICT	63,975.	0. N/A	N/A		EARLY LEARNING SUPPORT
ISD 191 - BURNSVILLE ATTN: CINDY CHECK 200 W BURNSVILLE PKWY STE 100 - BURNSVILLE, MN 55337	41-6000802	SCHOOL DISTRICT	174,455.	0. N/A	N/A		EARLY LEARNING SUPPORT

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ISD 192 - FARMINGTON 20655 FLAGSTAFF AVE FARMINGTON, MN 55024	41-6007663	SCHOOL DISTRICT	33,690.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 194 - LAKEVILLE 8670 210 ST W LAKEVILLE, MN 55044	41-6008222	SCHOOL DISTRICT	37,723.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 196 - ROSEMOUNT 3455 153RD ST W ROSEMOUNT, MN 55068	41-6007792	SCHOOL DISTRICT	109,949.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 197 - WEST ST PAUL-MENDOTA HEIGHTS - FINANCE DEPARTMENT 1897 DELAWARE AVE - MENDOTA HEIGHTS, MN 55118-4338	41-6007528	SCHOOL DISTRICT	45,860.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 199 - INVER GROVE HEIGHTS 2990 E 80TH ST INVER GROVE HEIGHTS, MN 55076	41-6008805	SCHOOL DISTRICT	83,595.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 200 - EASTINGS 310 RIVER ST EASTINGS, MN 55033	41-6000810	SCHOOL DISTRICT	25,950.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 270 - HOPKINS ATTN: ACCTS REC 1001 HIGHWAY 7 HOPKINS, MN 55305	41-6008248	SCHOOL DISTRICT	53,795.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 271 - BLOOMINGTON ATTN: CAROL HUTTNER 2575 W 88TH ST BLOOMINGTON, MN 55431	41-6001463	SCHOOL DISTRICT	151,098.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 272 - EDEN PRAIRIE 8100 SCHOOL RD EDEN PRAIRIE, MN 55344	41-6001462	SCHOOL DISTRICT	51,409.	0.	N/A	N/A	EARLY LEARNING SUPPORT

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ISD 273 - EDINA EDINA FAMILY CENTER 5701 NORMANDALE EDINA, MN 55424	41-6001406	SCHOOL DISTRICT	41,620.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 276 - MINNETONKA 5621 COUNTY ROAD 101 MINNETONKA, MN 55345	41-6001402	SCHOOL DISTRICT	24,782.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 278 - ORONO 5050 INDEPENDENCE ST MAPLE PLAIN, MN 55359	41-6001403	SCHOOL DISTRICT	34,416.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 282 - ST ANTHONY-NEW BRIGHTON 3301 SILVER LAKE RD ST ANTHONY, MN 55418	41-6001400	SCHOOL DISTRICT	42,139.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 283 - ST LOUIS PARK ATTN: CYNTHIA PETERSON 6425 W 33RD ST LOUIS PARK, MN 55426	41-6001466	SCHOOL DISTRICT	64,461.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 361 - INTERNATIONAL FALLS 1515 11TH ST INTERNATIONAL FALLS, MN 56649	41-6001826	SCHOOL DISTRICT	37,500.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 621 - MOUNDS VIEW 2101 14TH ST NW NEW BRIGHTON, MN 55112	41-6008084	SCHOOL DISTRICT	80,661.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 622 - N ST PAUL, MAPLEWOOD, OAKDALE - 2520 E 12TH AVE - NORTH ST PAUL, MN 55109	41-6008435	SCHOOL DISTRICT	136,500.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 623 - ROSEVILLE ATTN: EARLY CHILDHOOD 701 COUNTY RD ROSEVILLE, MN 55113	41-6003439	SCHOOL DISTRICT	83,987.	0.	N/A	N/A	EARLY LEARNING SUPPORT

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ISD 624 - WHITE BEAR LAKE 4855 BLOOM AVE WHITE BEAR LAKE, MN 55110	41-6008212	SCHOOL DISTRICT	72,264.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 625 - ST PAUL ATTN: BUSINESS OFFICE 360 COLBORNE ST PAUL, MN 55102	41-0901311	SCHOOL DISTRICT	1,184,221.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 695 - CHISHOLM 1000 NE 1ST AVE CHISHOLM, MN 55719	41-6003769	SCHOOL DISTRICT	25,085.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 698 - FLOODWOOD 115 W 4TH AVE FLOODWOOD, MN 55736	41-6003757	SCHOOL DISTRICT	37,500.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 700 - HERMANTOWN 5028 MILLER TRUNK HWY HERMANTOWN, MN 55811	41-6003749	SCHOOL DISTRICT	6,791.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 704 - PROCTOR 131 9TH AVE PROCTOR, MN 55810	41-6003748	SCHOOL DISTRICT	25,000.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 706 - VIRGINIA 411 S 5TH AVE VIRGINIA, MN 55792	41-6003760	SCHOOL DISTRICT	49,884.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 709 - DULUTH 215 N 1ST AVE E DULUTH, MN 55802-2058	41-6003776	SCHOOL DISTRICT	229,397.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 712 - MOUNTAIN IRON-BUHL PO BOX 537 MOUNTAIN IRON, MN 55768	41-1521544	SCHOOL DISTRICT	24,564.	0.	N/A	N/A	EARLY LEARNING SUPPORT

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ISD 717 - JORDAN 500 SUNSET DR JORDAN, MN 55352	41-6003790	SCHOOL DISTRICT	34,517.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 719 - PRIOR LAKE-SAVAGE 5304 WEST WOOD DR SE PRIOR LAKE, MN 55372	41-6007904	SCHOOL DISTRICT	58,959.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 720 - SHAKOPEE 505 HOLMES ST S SHAKOPEE, MN 55379	41-6003781	SCHOOL DISTRICT	139,388.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 721 - NEW PRAGUE APT#: BUSINESS OFFICE 410 CENTRAL A NEW PRAGUE, MN 56071	41-6003815	SCHOOL DISTRICT	39,311.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 831 - FOREST LAKE 200 SW 4TH ST FOREST LAKE, MN 55025	41-6008218	SCHOOL DISTRICT	54,073.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 832 - MAHTOMEDI 1520 MAHTOMEDI AVE MAHTOMEDI, MN 55115	41-6007883	SCHOOL DISTRICT	35,764.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 833 - S WASHINGTON COUNTY 8400 EAST POINT DOUGLAS RD S COTTAGE GROVE, MN 55016	41-6007788	SCHOOL DISTRICT	88,836.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 834 - STILLWATER 1875 S GREELEY ST STILLWATER, MN 55082	41-6008519	SCHOOL DISTRICT	35,532.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 93 - CARLTON PO BOX 310 CARLTON, MN 55718	41-6000445	SCHOOL DISTRICT	37,500.	0.	N/A	N/A	EARLY LEARNING SUPPORT

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ISD 94 - CLOQUET 1000 18TH ST CLOQUET, MN 55720	41-6000450	SCHOOL DISTRICT	25,855.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ISD 97 - MOOSE LAKE 413 BIRCH AVE MOOSE LAKE, MN 55767	41-6000446	SCHOOL DISTRICT	34,031.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ITASCA AREA SCHOOLS COLLABORATIVE ATTN: BUSINESS OFFICE PO BOX 307 101 1ST ST NE - DEER RIVER, MN 56636-0307	14-1998752	SCHOOL DISTRICT	256,982.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ITASCA COUNTY FAMILY YOUNG MEN'S CHRISTIAN ASSOCIATION, INC - 400 RIVER RD - GRAND RAPIDS, MN 55744	41-1358634	501(C)(3)	17,053.	0.	N/A	N/A	EARLY LEARNING SUPPORT
JANET LECLAIR 115 SE 11TH ST GRAND RAPIDS, MN 55744	26-0524324	N/A	5,165.	0.	N/A	N/A	EARLY LEARNING SUPPORT
JAQUELINE M SUNSRUD 302 CREDIT UNION DRIVE PO BOX 516 ISANTI, MN 55040	41-876311	N/A	5,182.	0.	N/A	N/A	EARLY LEARNING SUPPORT
JEAN LYLE CHILDRENS CENTER 130 HOWELL ST N ST PAUL, MN 55105	36-3360364	501(C)(3)	12,407.	0.	N/A	N/A	EARLY LEARNING SUPPORT
JEANETTE THAO 731 MAGNOLIA AVE E ST PAUL, MN 55106	30-0498558	N/A	24,670.	0.	N/A	N/A	EARLY LEARNING SUPPORT
JENNIFER RECKINGER 523 NE 4TH AVZ GRAND RAPIDS, MN 55744		N/A	9,900.	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
JEREMIAH PROGRAM 1510 LAUREL AVE S STE 100 MINNEAPOLIS, MN 55403	41-1801834	501(C)(3)	73,901.	0. N/A	N/A		EARLY LEARNING SUPPORT
JOYCE CHAMBERS 16263 HALF CIRCLE DR PENGILLY, MN 55775	45-5292543	N/A	11,640.	0. N/A	N/A		EARLY LEARNING SUPPORT
JOYCE PRESCHOOL 3400 PARK AVE S MINNEAPOLIS, MN 55407	81-0594016	501(C)(3)	87,981.	0. N/A	N/A		EARLY LEARNING SUPPORT
JRP CHILDRENS SERVICES INC 17749 62ND AVE N MAPLE GROVE, MN 55311	20-5138005	N/A	7,606.	0. N/A	N/A		EARLY LEARNING SUPPORT
JUDY M ESTERBY 506 193RD LN NE CEDAR, MN 55011		N/A	6,555.	0. N/A	N/A		EARLY LEARNING SUPPORT
JULIE SMITH 2883 CENTER RD SW PRIOR LAKE, MN 55372	86-1087466	N/A	15,541.	0. N/A	N/A		EARLY LEARNING SUPPORT
KECD II INC ATTN: KINDRA LEWIS 3405 ANNAPOLIS D PLYMOUTH, MN 55447	41-1665459	N/A	176,329.	0. N/A	N/A		EARLY LEARNING SUPPORT
KECH I INC ATTN: KINDRA LEWIS 3405 ANNAPOLIS D PLYMOUTH, MN 55447	41-1665458	N/A	22,427.	0. N/A	N/A		EARLY LEARNING SUPPORT
KIDDY KAROUSEL 3920 13TH AVE E HIBBING, MN 55746	41-1336276	501(C)(3)	13,584.	0. N/A	N/A		EARLY LEARNING SUPPORT

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KINDERCARE EDUCATION LLC 650 NE HOLLADAY ST STE 1400 PORTLAND, OR 97232	06-1097006	501(C)(3)	1,129,230.	0. N/A	N/A	N/A	EARLY LEARNING SUPPORT
KINDERCARE LEARNING CENTERS LLC 650 NE HOLLADAY ST STE 1400 PORTLAND, OR 97232	63-0941966	501(C)(3)	1,338,722.	0. N/A	N/A	N/A	EARLY LEARNING SUPPORT
KINDERPLATZ INC 5600 AMERICAN BLVD W # 180 BLOOMINGTON, MN 55437	41-1561825	501(C)(3)	7,500.	0. N/A	N/A	N/A	EARLY LEARNING SUPPORT
KOOTASCA COMMUNITY ACTION INC 201 NW 4TH ST STE 130 GRAND RAPIDS, MN 55744	41-0904805	501(C)(3)	361,985.	0. N/A	N/A	N/A	EARLY LEARNING SUPPORT
LA CRECHE EARLY CHILDHOOD CENTERS 1800 OLSON MEMORIAL HWY MINNEAPOLIS, MN 55411	41-0958652	501(C)(3)	410,369.	0. N/A	N/A	N/A	EARLY LEARNING SUPPORT
LA PETITE ACADEMY INC CORPORATE OFFICE & TREASURY DEPT ATTN: MELISSA HARRIS 32209 COLLECTION CENTE	43-1243221	N/A	31,017.	0. N/A	N/A	N/A	EARLY LEARNING SUPPORT
LAKE AREA DISCOVERY CENTER 3770 BELLAIRE AVE WHITE BEAR LAKE, MN 55110	41-1937239	501(C)(3)	16,756.	0. N/A	N/A	N/A	EARLY LEARNING SUPPORT
LARISSA GOODELL 705 CIRCLE DRIVE GRAND RAPIDS, MN 55744	N/A	N/A	6,531.	0. N/A	N/A	N/A	EARLY LEARNING SUPPORT
LAUGH AND LEARN 1506 WASHINGTON AVE CLOQUET, MN 55720	45-5512396	N/A	16,175.	0. N/A	N/A	N/A	EARLY LEARNING SUPPORT

Schedule I (Form 990)

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LEARN & GROW CHILD CARE CENTER INC PO BOX 490866 MINNEAPOLIS, MN 55449-0866	41-15560873	501(C)(3)	10,895.	0, N/A	N/A		EARLY LEARNING SUPPORT			
LEARN & GROW CHILD CARE CTR SOUTH ATTN: NICOLE ELVIDGE 1201 89TH AVE BLAINE, MN 55434	68-0585891	501(C)(3)	14,385.	0, N/A	N/A		EARLY LEARNING SUPPORT			
LEECH LAKE BAND OF OJIBWE 190 SAILSTAR DR NW CASS LAKE, MN 56633	41-1242052	501(C)(3)	6,605.	0, N/A	N/A		EARLY LEARNING SUPPORT			
LEXINGTON KIDS CHRISTIAN CHILDCARE 701 LEXINGTON PKWY N ST PAUL, MN 55104	71-0884621	501(C)(3)	14,918.	0, N/A	N/A		EARLY LEARNING SUPPORT			
LIFETRACK RESOURCES 709 UNIVERSITY AVE W ST PAUL, MN 55104	41-0874507	501(C)(3)	46,208.	0, N/A	N/A		EARLY LEARNING SUPPORT			
LIGHTHOUSE EXPLORERS CHRISTIAN CHILD CENTER - 3285 144TH ST W - ROSEMOUNT, MN 55068	45-4789279	501(C)(3)	10,650.	0, N/A	N/A		EARLY LEARNING SUPPORT			
LIT'L SPROUTS CHILD CARE CENTER INC - 404 WHISKEY RD STE C - ISANTI, MN 55040	43-2071326	501(C)(3)	11,974.	0, N/A	N/A		EARLY LEARNING SUPPORT			
LITTLE ACORNS 1865 WAYZATA BLVD LONG LAKE, MN 55356	41-1893015	501(C)(3)	13,022.	0, N/A	N/A		EARLY LEARNING SUPPORT			
LITTLE BEES CHILD CARE CENTER 1630 COUNTY HIGHWAY 10 SPRING LAKE PARK, MN 55432	59-3802705	501(C)(3)	46,922.	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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LITTLE HOPPERS DAYCARE LLC 209 GILES PL ALBERT LEA, MN 56007	46-5431782	501(C)(3)	9,753.	0.	N/A	N/A	EARLY LEARNING SUPPORT
LITTLE STEPS CHILDCARE 906 DALE ST N ST PAUL, MN 55103	47-1890116	501(C)(3)	5,120.	0.	N/A	N/A	EARLY LEARNING SUPPORT
LITTLE VOYAGERS' MONTESSORI SCHOOL INC - 825 51ST AVE NE - COLUMBIA HEIGHTS, MN 55421	41-1327355	501(C)(3)	44,986.	0.	N/A	N/A	EARLY LEARNING SUPPORT
LOVE TO GROW ON 10101 LEXINGTON AVE CIRCLE PINES, MN 55014	41-1915522	501(C)(3)	8,055.	0.	N/A	N/A	EARLY LEARNING SUPPORT
LUCKY CHILD CARE CENTER 525 LOWRY AVE N MINNEAPOLIS, MN 55418	46-1224233	501(C)(3)	7,516.	0.	N/A	N/A	EARLY LEARNING SUPPORT
LYNN SHELLS PO BOX 1249 GRAND MARAIS, MN 55604		N/A	6,000.	0.	N/A	N/A	EARLY LEARNING SUPPORT
MACHUPICHEV 7 LLC 1601 NICOLLET AVE MINNEAPOLIS, MN 55403	27-0524684	N/A	11,300.	0.	N/A	N/A	EARLY LEARNING SUPPORT
MAUREEN MARGARET SCHARFFSILLIG 6962 40TH ST N OAKDALE, MN 55128		N/A	5,690.	0.	N/A	N/A	EARLY LEARNING SUPPORT
MAY L YANG 18089 EMERY AVE HASTINGS, MN 55033	46-4678038	N/A	7,360.	0.	N/A	N/A	EARLY LEARNING SUPPORT

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MAYFLOWER EARLY CHILDHOOD CENTER 106 EAST DIAMOND LAKE RD MINNEAPOLIS, MN 55419	27-1543720	501(C)(3)	30,350.	0.	N/A	N/A	EARLY LEARNING SUPPORT
MCDONALD SUNSHINE PLACE 621 E 38TH ST MINNEAPOLIS, MN 55407	41-1742599	501(C)(3)	5,121.	0.	N/A	N/A	EARLY LEARNING SUPPORT
MEE LOR 1006 IVY AVE E ST PAUL, MN 55106		N/A	24,644.	0.	N/A	N/A	EARLY LEARNING SUPPORT
MEMORIES & MILESTONES ACADEMY, LLC - 1501 1ST ST NE - NEW PRAGUE, MN 56071	20-5420032	501(C)(3)	32,494.	0.	N/A	N/A	EARLY LEARNING SUPPORT
MI FAMILIA CHILD CARE CENTER 2855 47TH ST E INVER GROVE HEIGHTS, MN 55076	45-5587465	501(C)(3)	22,238.	0.	N/A	N/A	EARLY LEARNING SUPPORT
MIDWEST CHILD DEVELOPMENT LLC 1514 ENGLEWOOD AVE ST PAUL, MN 55104	46-5605732	501(C)(3)	5,702.	0.	N/A	N/A	EARLY LEARNING SUPPORT
MINIAPPLE INTERNATIONAL MONTESSORI SCHOOL INC - 75 APPLE ORCHARD RD - DELLWOOD, MN 55110	41-1675091	501(C)(3)	20,882.	0.	N/A	N/A	EARLY LEARNING SUPPORT
MIS AMIGOS SPANISH IMMERSION LLC 412 5TH AVE N HOPKINS, MN 55343	20-3675365	501(C)(3)	30,770.	0.	N/A	N/A	EARLY LEARNING SUPPORT
MISSISSIPPI VALLEY MONTESSORI 1575 CHARLTON WEST ST PAUL, MN 55116	41-0917938	501(C)(3)	16,295.	0.	N/A	N/A	EARLY LEARNING SUPPORT

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MOLLY BEE ENTERPRISES 3201 PILLSBURY AVE MINNEAPOLIS, MN 55408	41-1817302	N/A	8,347.	0.	N/A	N/A	EARLY LEARNING SUPPORT
MONTESSORI AMERICAN INDIAN CHILDCARE CENTER - 1909 IVY AVE E - ST PAUL, MN 55119	47-0972540	N/A	30,275.	0.	N/A	N/A	EARLY LEARNING SUPPORT
MOUNT CALVARY LUTHERAN CHURCH MOUNT CALVARY PRESCHOOL 301 COUNTY EXCELSIOR, MN 55331	41-0870777	501(C)(3)	11,375.	0.	N/A	N/A	EARLY LEARNING SUPPORT
NEW HORIZON CHILD CARE INC 3405 ANNAPOLIS LN N STE 100 PLYMOUTH, MN 55447	41-1569865	501(C)(3)	3,117,145.	0.	N/A	N/A	EARLY LEARNING SUPPORT
NICOLE MINKE 8124 CLINTON AVE S BLOOMINGTON, MN 55420	46-2154369	N/A	8,000.	0.	N/A	N/A	EARLY LEARNING SUPPORT
NOAHS ARK CHILD DEVELOPMENT - CENTERS INC - 10420 NORMANDALE BLVD - BLOOMINGTON MN 55437	41-1494089	501(C)(3)	5,825.	0.	N/A	N/A	EARLY LEARNING SUPPORT
OPEN ARMS EDUCATION & CHILD CARE CENTER - 3355 HIAMATHA AVE S - MINNEAPOLIS, MN 55406	27-1123534	N/A	5,306.	0.	N/A	N/A	EARLY LEARNING SUPPORT
OPEN DOOR NURSERY SCHOOL OPEN DOOR PRESCHOOL 500 W 3RD ST NORTHFIELD, MN 55057	41-6053204	501(C)(3)	9,965.	0.	N/A	N/A	EARLY LEARNING SUPPORT
OUR REDEEMER OROMO EVANGELICAL CHURCH - 4000 28TH AVE S - MINNEAPOLIS, MN 55406	41-1770334	501(C)(3)	13,793.	0.	N/A	N/A	EARLY LEARNING SUPPORT

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PARENTS IN COMMUNITY ACTION INC 700 HUMBOLDT AVE N MINNEAPOLIS, MN 55411	41-0956226	501(C)(3)	1,116,918.	0.N/A	N/A	N/A	EARLY LEARNING SUPPORT
PATHWAYS TO PLAY EARLY LEARNING CENTER - 1815 BROMLEY ST - SOUTH ST PAUL, MN 55075	26-0971859	N/A	22,500.	0.N/A	N/A	N/A	EARLY LEARNING SUPPORT
PEOPLE SERVING PEOPLE INC 614 S 3RD ST MINNEAPOLIS, MN 55415	41-1443148	501(C)(3)	25,238.	0.N/A	N/A	N/A	EARLY LEARNING SUPPORT
PHYLLIS WHEATLEY COMMUNITY CENTER MARY T WELCOME 1301 10TH AVE N MINNEAPOLIS, MN 55411	41-0706132	501(C)(3)	116,891.	0.N/A	N/A	N/A	EARLY LEARNING SUPPORT
PILLSBURY UNITED COMMUNITIES 3501 CHICAGO AVE S MINNEAPOLIS, MN 55407	41-0916478	501(C)(3)	9,131.	0.N/A	N/A	N/A	EARLY LEARNING SUPPORT
PLAYHOUSE CHILD CARE OF MONTICELLO, INC - 3290 33RD ST S - SAINT CLOUD, MN 56301	41-1732258	N/A	9,464.	0.N/A	N/A	N/A	EARLY LEARNING SUPPORT
PRESENTATION CHILDHOOD LEARNING CTR - 1725 KENNARD ST - MAPLEWOOD, MN 55109	41-0789390	501(C)(3)	16,702.	0.N/A	N/A	N/A	EARLY LEARNING SUPPORT
PROJECT FOR PRIDE IN LIVING INC 1035 E FRANKLIN AVE MINNEAPOLIS, MN 55104	23-7232208	501(C)(3)	28,850.	0.N/A	N/A	N/A	EARLY LEARNING SUPPORT
RAINBOW CHILD DEVELOPMENT INC ATTN: MARIA MIKEL 605 COMO AVE ST PAUL, MN 55103	41-1915967	N/A	226,017.	0.N/A	N/A	N/A	EARLY LEARNING SUPPORT

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RAINBOW MONTESSORI LEARNING CENTER & DAYCARE INC - 8736 NICOLLET AVE S - BLOOMINGTON, MN 55420	41-1511427	501(C)(3)	17,402.	0.	N/A	N/A	EARLY LEARNING SUPPORT
REBECCA L GÄRBER 2290 11TH AVE E NORTH ST PAUL, MN 55109	41-1887084	N/A	8,339.	0.	N/A	N/A	EARLY LEARNING SUPPORT
RENA RAE BAKER 32988 SAMAC RD DEER RIVER, MN 56636	47-4318865	N/A	7,990.	0.	N/A	N/A	EARLY LEARNING SUPPORT
RICHFIELD EVANGELICAL LUTHERAN CHURCH - 8 W 60TH ST - MINNEAPOLIS, MN 55419	41-0693948	501(C)(3)	40,922.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ROBEINSDALE AREA SCHOOLS 8301 47TH AVE N NEW HOPE, MN 55428	41-6001408	SCHOOL DISTRICT	208,138.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ROBIN'S NEST DAYCARE 210 17TH ST W HASTINGS, MN 55033	90-0748095	N/A	21,708.	0.	N/A	N/A	EARLY LEARNING SUPPORT
ROOM FOR GROWING INC 268 12TH STREET SW FOREST LAKE, MN 55025	41-1543989	N/A	30,755.	0.	N/A	N/A	EARLY LEARNING SUPPORT
SALVATION ARMY KING FAMILY FOUNDATION - ATTN: BRENDA LINE CHILD DEVELOPMENT CENTER 401 W 7TH ST - ST PAUL, MN 55102	41-0698597	501(C)(3)	38,209.	0.	N/A	N/A	EARLY LEARNING SUPPORT
SAMANTHA EUBANKS 5049 ZANE AVE BROOKLYN PARK, MN 55443		N/A	16,061.	0.	N/A	N/A	EARLY LEARNING SUPPORT

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SCHOOL READINESS LEARNING ACADEMY 1221 7TH AVE N MINNEAPOLIS, MN 55411	26-3245237	501(C)(3)	43,959.	0. N/A.	N/A.		EARLY LEARNING SUPPORT
SCOTT CARVER DAKOTA CAP AGENCY INC 712 CANTERBURY RD SHAKOPEE, MN 55379	41-0903890	501(C)(3)	36,888.	0. N/A.	N/A.		EARLY LEARNING SUPPORT
SEED DAYCARE 1300 OLSON MEMORIAL HWY MINNEAPOLIS, MN 55411	41-1677034	501(C)(3)	14,750.	0. N/A.	N/A.		EARLY LEARNING SUPPORT
SERAPHIM CHILD DEVELOPMENT CENTER 3239 70TH ST INVER GROVE HEIGHTS, MN 55076	45-1352541	501(C)(3)	26,577.	0. N/A.	N/A.		EARLY LEARNING SUPPORT
SEWARD CHILD CARE 2323 32ND AVE S MINNEAPOLIS, MN 55406	41-1240047	501(C)(3)	17,337.	0. N/A.	N/A.		EARLY LEARNING SUPPORT
SHARYL LYNN KALAL 7843 DONEGAL COVE EDEN PRAIRIE, MN 55437	02-06654750	N/A	6,027.	0. N/A.	N/A.		EARLY LEARNING SUPPORT
SOJOURNER TRUTH ACADEMY 3820 EMERSON AVE N MINNEAPOLIS, MN 55412	41-1890516	501(C)(3)	25,682.	0. N/A.	N/A.		EARLY LEARNING SUPPORT
SONSHINE LEARNING CENTER 680 HIGHWAY 110 MENDOTA HEIGHTS, MN 55118	35-2190932	501(C)(3)	5,803.	0. N/A.	N/A.		EARLY LEARNING SUPPORT
SOUTHSIDE FAMILY NURTURING CENTER 2448 18TH AVENUE MINNEAPOLIS, MN 55404	41-1274177	501(C)(3)	22,598.	0. N/A.	N/A.		EARLY LEARNING SUPPORT

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STEP BY STEP MONTESSORI SCHOOL OF BROOKLYN PARK - 8455 W BROADWAY AVE N - BROOKLYN PARK, MN 55455	41-1784119	501(C)(3)	14,790.	0, N/A.		N/A	EARLY LEARNING SUPPORT
STEP BY STEP MONTESSORI SCHOOL OF PLYMOUTH - ATTN: LYNN TOPY 4355 N HWY 169 - PLYMOUTH, MN 55442	41-1700728	501(C)(3)	9,643.	0, N/A.		N/A	EARLY LEARNING SUPPORT
STEPHANIE PONTICAB 2231 149TH AVE NE HAM LAKE, MN 55304	46-3087265	N/A	6,144.	0, N/A.		N/A	EARLY LEARNING SUPPORT
SUMMIT EARLY LEARNING CENTER 1015 OLSON MEMORIAL HWY MINNEAPOLIS, MN 55405	41-1855935	501(C)(3)	150,647.	0, N/A.		N/A	EARLY LEARNING SUPPORT
SUNNY HOLLOW MONTESSORI 636 S MISSISSIPPI RIVER BLVD S ST PAUL, MN 55116	41-1408529	501(C)(3)	34,297.	0, N/A.		N/A	EARLY LEARNING SUPPORT
SUZANNE E WAGNER 202 POPLAR STREET W SOUTH ST PAUL, MN 55075		N/A	5,993.	0, N/A.		N/A	EARLY LEARNING SUPPORT
THE CHILDREN'S CENTER 605 JAMES AVE ALBERT LEA, MN 56007	41-0954360	501(C)(3)	18,227.	0, N/A.		N/A	EARLY LEARNING SUPPORT
THE CRAYON BOX CHILD CARE CENTER 7751 EAST RIVER ROAD FRIDLEY, MN 55432	26-1698534	N/A	36,002.	0, N/A.		N/A	EARLY LEARNING SUPPORT
THE FAMILY PARTNERSHIP 2438 18TH AVE S MINNEAPOLIS, MN 55404	41-8693858	501(C)(3)	431,250.	0, N/A.		N/A	EARLY LEARNING SUPPORT

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SOUTHWEST METRO EDUCATIONAL COOPERATIVE - DBA EAST CREEK CHILD CARE 303 5TH ST E - CHASKA, MN 55318	41-1295656	SCHOOL DISTRICT	58,821.	0./N/A	N/A		EARLY LEARNING SUPPORT
SPECIAL SCHOOL DIST 1 - MINNEAPOLIS - MINNEAPOLIS PUBLIC SCHOOLS 1250 W BROADWAY AVE - MINNEAPOLIS, MN 55411	41-0851980	SCHOOL DISTRICT	993,488.	0./N/A	N/A		EARLY LEARNING SUPPORT
SPECIAL SCHOOL DIST 6 - SOUTH ST PAUL - SOUTH ST PAUL PUBLIC SCHOOLS ATTN: AARON BUSHBURGER 104 5TH AVE S - SOUTH ST PAUL, MN	41-6000790	SCHOOL DISTRICT	70,701.	0./N/A	N/A		EARLY LEARNING SUPPORT
SPIRITUAL LIFE BIBLE COLLEGE 6865 SHINGLE CREEK PARKWAY BROOKLYN CENTER, MN 55430	20-5085101	501(C)(3)	7,257.	0./N/A	N/A		EARLY LEARNING SUPPORT
ST ALPHONSUS PARISH SCHOOL 7031 HALIFAX AVE N BROOKLYN CENTER, MN 55429	41-0846441	501(C)(3)	7,025.	0./N/A	N/A		EARLY LEARNING SUPPORT
ST ANTHONY PARK UNITED METHODIST CHURCH - 2400 HILLSIDE AVE - ST PAUL, MN 55108	41-0705843	501(C)(3)	7,464.	0./N/A	N/A		EARLY LEARNING SUPPORT
ST JOHN THE BAPTIST CATHOLIC CHURCH - 12508 LYNN AVE S - SAVAGE, MN 55378	41-0791350	501(C)(3)	8,592.	0./N/A	N/A		EARLY LEARNING SUPPORT
ST PAUL'S CHILDHOOD CENTER 900 SUMMIT AVE ST PAUL, MN 55105	41-1377467	501(C)(3)	10,730.	0./N/A	N/A		EARLY LEARNING SUPPORT
STEP BY STEP MONTESSORI OF MAPLE GROVE - 11601 73RD AVE N - MAPLE GROVE, MN 55369	41-1801946	501(C)(3)	6,549.	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.)

(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
TINA WHITE 3727 KNOX AVE N MINNEAPOLIS, MN 55412		N/A	27,595.	0. N/A.			EARLY LEARNING SUPPORT
TINY TOTS & LITTLE TYKES 50 E MARIE AVE STE 100 WEST SAINT PAUL, MN 55119	41-1527628	501(C)(3)	15,839.	0. N/A.			EARLY LEARNING SUPPORT
TRINETTE POTTS 3031 QUEEN AVENUE N MINNEAPOLIS, MN 55411	43-2118450	N/A	5,570.	0. N/A.			EARLY LEARNING SUPPORT
TUTOR TIME LEARNING CENTER LLC CORPORATE OFFICE & TREASURY DEPT ATTN: MELISSA HARRIS 32209 COLLECTION CENTRE 36-4500741		501(C)(3)	131,478.	0. N/A.			EARLY LEARNING SUPPORT
TWIN CITIES CHILD CARE CENTER 1925 PORTLAND AVE S MINNEAPOLIS, MN 55404	27-0297780	501(C)(3)	33,739.	0. N/A.			EARLY LEARNING SUPPORT
URBAN ARTS ACADEMY 3901 CHICAGO AVE S MINNEAPOLIS, MN 55407	41-2016187	501(C)(3)	21,070.	0. N/A.			EARLY LEARNING SUPPORT
VANHSY LOR 706 JESSAMINE AVE E ST PAUL, MN 55106		N/A	66,634.	0. N/A.			EARLY LEARNING SUPPORT
WAY TO GROW 125 WEST BROADWAY AVE N #110 MINNEAPOLIS, MN 55411	71-0956749	501(C)(3)	56,716.	0. N/A.			EARLY LEARNING SUPPORT
WESTWOOD EARLY CHILDHOOD CENTER 90001 CEDAR LAKE RD ST LOUIS PARK, MN 55426	41-0734779	501(C)(3)	7,076.	0. N/A.			EARLY LEARNING SUPPORT

Schedule I (Form 990)

Schedule I (Form 990) THINK SMALL

Part I 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
WHITE BEAR MONTESSORI SCHOOL INC 1201 E COUNTY RD E WHITE BEAR LAKE, MN 55110	41-1384616	501(C)(3)	21,025.	0. N/A		N/A	EARLY LEARNING SUPPORT
WOODBURY LUTHERAN CHURCH 7380 AFTON RD WOODBURY, MN 55125	91-0811792	501(C)(3)	5,675.	0. N/A		N/A	EARLY LEARNING SUPPORT
WOODDALE CHURCH WOODDALE PRESCHOOL 6630 SHADY OAK R EDEN PRAIRIE, MN 55344	41-0844378	501(C)(3)	13,766.	0. N/A		N/A	EARLY LEARNING SUPPORT
XIE CHA 2721 HUMBOLDT AVE N MINNEAPOLIS, MN 55411		N/A	11,981.	0. N/A		N/A	EARLY LEARNING SUPPORT
YEUR YANG XIONG 775 MINNEHAHA AVE W ST PAUL, MN 55104		N/A	24,648.	0. N/A		N/A	EARLY LEARNING SUPPORT
YMCA OF THE GREATER TWIN CITIES 2125 E HENNEPIN AVE MINNEAPOLIS, MN 55413	45-2563299	501(C)(3)	25,629.	0. N/A		N/A	EARLY LEARNING SUPPORT
YWCA DULUTH 32 E 1ST ST STE 202 DULUTH, MN 55802	41-0696493	501(C)(3)	80,995.	0. N/A		N/A	EARLY LEARNING SUPPORT
YWCA OF MINNEAPOLIS 1130 NICOLETT MALL MINNEAPOLIS, MN 55403-2405	41-0693891	501(C)(3)	290,435.	0. N/A		N/A	EARLY LEARNING SUPPORT
ZANG XIONG 2903 PENN AVE N MINNEAPOLIS, MN 55411		N/A	21,721.	0. N/A		N/A	EARLY LEARNING SUPPORT

Schedule I (Form 990)

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

(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: A COMMITTEE REVIEWS FOR APPROVAL ALL GRANT PROPOSALS. FUNDING IS ALLOCATED BASED ON PROGRAM BALANCE AND COMMITTEE RECOMMENDATIONS. FUNDS ARE EXPENDED UPON GRANTEE INVOICE DOCUMENTING PURCHASES AND FULFILLMENT OF GRANT OBLIGATIONS. GRANTEEES SUBMIT FINAL GRANT REPORTS.**



**SCHEDULE J  
(Form 990)**

**Compensation Information**

CMB No. 1545-0047

**2015**

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.

Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

▶ 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
<b>1a</b> Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.		
<input type="checkbox"/> First-class or charter travel		
<input type="checkbox"/> Travel for companions		
<input type="checkbox"/> Tax indemnification and gross-up payments		
<input type="checkbox"/> Discretionary spending account		
<input type="checkbox"/> Housing allowance or residence for personal use		
<input type="checkbox"/> Payments for business use of personal residence		
<input type="checkbox"/> Health or social club dues or initiation fees		
<input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef)		
<b>b</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		
<b>2</b> 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?		
<b>3</b> 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.		
<input checked="" type="checkbox"/> Compensation committee		
<input checked="" type="checkbox"/> Independent compensation consultant		
<input checked="" type="checkbox"/> Form 990 of other organizations		
<input type="checkbox"/> Written employment contract		
<input checked="" type="checkbox"/> Compensation survey or study		
<input checked="" type="checkbox"/> Approval by the board or compensation committee		
<b>4</b> During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:		
<b>a</b> Receive a severance payment or change-of-control payment?		X
<b>b</b> Participate in, or receive payment from, a supplemental nonqualified retirement plan?		X
<b>c</b> Participate in, or receive payment from, an equity-based compensation arrangement?		X
If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.		
<b>Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.</b>		
<b>5</b> For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:		
<b>a</b> The organization?		X
<b>b</b> Any related organization?		X
If "Yes" to line 5a or 5b, describe in Part III.		
<b>6</b> For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:		
<b>a</b> The organization?		X
<b>b</b> Any related organization?		X
If "Yes" on line 6a or 6b, describe in Part III.		
<b>7</b> For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described on lines 5 and 6? If "Yes," describe in Part III		X
<b>8</b> Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III		X
<b>9</b> If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?		

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

Schedule J (Form 990) 2015





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

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**

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

OMB No. 1545-0047

**2015**

Open to Public  
Inspection

Name of the organization

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

OTHER DIGITAL FORMATS. REDLEAF PRESS BOOKS ARE BEING USED IN MORE THAN  
90 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 CONNECTS 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 ASSIST FAMILIES AND PROVIDERS NAVIGATING COMPLEX  
GOVERNMENT SYSTEMS, CONNECTING THEM TO RESOURCES AND SERVICES AVAILABLE  
AT THINK SMALL AND OTHER ORGANIZATIONS.

EXPENSES \$ 501,412. INCLUDING GRANTS OF \$ 11,525. REVENUE \$ 0.

**POLICY, ADVOCACY AND INITIATIVES:**

THINK SMALL WORKS ACROSS THE STATE ACTIVATING FIELD LEADERS AND OTHER  
STAKEHOLDERS ACROSS SYSTEMS ON ISSUES THAT CONCERN OUR YOUNGEST  
CHILDREN. THIS INCLUDES CIVIC ENGAGEMENT AND PARENT EMPOWERMENT  
TRAINING 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

Name of the organization THINK SMALL	Employer identification number 41-1260581
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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 \$ 249,951. 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 SERVED APPROXIMATELY 2,200 FAMILIES, WITH 27% BEING NON-ENGLISH SPEAKING. REFERRALS FROM THINK SMALL TO THE PARENTAWARERATINGS.ORG PROVIDER SEARCH WEBSITE RESULTED IN 10,264 SESSIONS.

EXPENSES \$ 228,145. INCLUDING GRANTS OF \$ 0. REVENUE \$ 0.

LIBRARY:

THE DEBRA S. FISH EARLY CHILDHOOD LIBRARY AT THINK SMALL IS AVAILABLE STATEWIDE. NOW NUMBERING OVER 5,900 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 \$ 73,411. INCLUDING GRANTS OF \$ 6,508. REVENUE \$ 0.

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.

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

UPON COMPLETION AND REVIEW BY MANAGEMENT, THE DRAFT FORM 990 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 IS SET BY THE EXECUTIVE COMMITTEE OF THE BOARD OF DIRECTORS. AN EXTERNAL FIRM SPECIALIZING IN COMPENSATION SERVICES IS RETAINED FOR THE PURPOSES OF GATHERING AND PROVIDING INDEPENDENT MARKET DATA AND RECOMMENDING SALARY RANGE. THE PROCESS IS DOCUMENTED IN THE EXECUTIVE COMMITTEE MEETING MINUTES. SALARY DETERMINATION IS SENT IN WRITING FROM THE

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BOARD PRESIDENT TO CEO AND PROVIDED TO COO/HR DIRECTOR. THE LAST EXTERNAL COMPENSATION REVIEW PROCESS WAS DONE IN 2015 FOR THE PRESIDENT & CEO, B. YATES.

IN FY16, THE ORGANIZATION CONTRACTED WITH AN EXTERNAL FIRM TO RECOMMEND COMPENSATION RANGES FOR OTHER OFFICERS. THIS PROCESS INCLUDED ALL MANAGERIAL POSITIONS. THE RANGES WERE APPROVED BY THE EXECUTIVE COMMITTEE OF THE BOARD OF DIRECTORS AND MINUTED. RANGES FOR KEY POSITIONS MAY ALSO BE UPDATED IF A VACANCY OCCURS, EITHER BY THE HR DIRECTOR OR AN OUTSIDE FIRM. BOTH UTILIZE MARKET DATA AND COMPENSATION SURVEYS TO INFORM THE RESULTS. THIS COMPENSATION REVIEW PROCESS WAS LAST COMPLETED IN 2016. THE PROCESS AND SALARY RANGES WERE APPROVED BY THE EXECUTIVE COMMITTEE OF THE BOARD OF DIRECTORS.

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.