

Return of Organization Exempt From Income Tax

OMB No. 1545-0047

Form 990

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

2023

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

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

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

A For the **2023** calendar year, or tax year beginning **JUL 1, 2023** and ending **JUN 30, 2024**

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	C Name of organization Think Small		D Employer identification number 41-1260581
	Doing business as		E Telephone number 651-641-0305
	Number and street (or P.O. box if mail is not delivered to street address)	Room/suite	G Gross receipts \$ 42,778,148.
	10 Yorkton Court		H(a) 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 Saint Paul, MN 55117		H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No
F Name and address of principal officer: Cisa Keller same as C above			If "No," attach a list. See instructions
I 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			
J Website: www.thinksmall.org			
K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other			L Year of formation: 1975 M State of legal domicile: MN

Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities: To advance quality care and education of children in their crucial early years.		
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3 Number of voting members of the governing body (Part VI, line 1a)	3	16
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4	16
	5 Total number of individuals employed in calendar year 2023 (Part V, line 2a)	5	138
	6 Total number of volunteers (estimate if necessary)	6	16
	7 a Total unrelated business revenue from Part VIII, column (C), line 12	7a	0.
b Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	0.	
Revenue	8 Contributions and grants (Part VIII, line 1h)	Prior Year 35,477,394.	Current Year 39,911,594.
	9 Program service revenue (Part VIII, line 2g)	250,210.	247,325.
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	81,571.	135,733.
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	1,566,026.	1,648,261.
	12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	37,375,201.	41,942,913.
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)	25,354,647.	28,221,781.
	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)	7,597,251.	7,554,719.
	16a Professional fundraising fees (Part IX, column (A), line 11e)	0.	0.
	b Total fundraising expenses (Part IX, column (D), line 25)	286,953.	
	17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	3,170,291.	3,731,181.
18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	36,122,189.	39,507,681.	
19 Revenue less expenses. Subtract line 18 from line 12	1,253,012.	2,435,232.	
Net Assets or Fund Balances	20 Total assets (Part X, line 16)	Beginning of Current Year 9,957,686.	End of Year 10,592,175.
	21 Total liabilities (Part X, line 26)	5,206,001.	3,269,697.
	22 Net assets or fund balances. Subtract line 21 from line 20	4,751,685.	7,322,478.

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		
	Cisa Keller, President and CEO Type or print name and title				
Paid Preparer Use Only	Print/Type preparer's name	Preparer's signature	Date	Check if self-employed <input type="checkbox"/>	PTIN
	Steven D. Anseth, CPA	Steven D. Anseth, CP	03/26/25		P00552219
Use Only	Firm's name	Firm's EIN		Phone no.	
	Abdo LLP	41-1397419		952.835.9090	
Firm's address					
5201 Eden Ave, Ste 250					
Edina, MN 55436					

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

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 No

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

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

4a (Code:) (Expenses \$ 28,679,904. including grants of \$ 25,747,760.) (Revenue \$) Supporting Parents and Families: Think Small recognizes that supporting parents is critical to supporting their children's early learning and education.

4b (Code:) (Expenses \$ 8,515,686. including grants of \$ 2,474,021.) (Revenue \$ 1,806,417.) Preparing Providers: In an effort to continuously improve the quality of early care and education that children receive, Think Small provided professional development opportunities and coaching to educators in early care and education.

4c (Code:) (Expenses \$ 635,294. including grants of \$) (Revenue \$) Catalyzing Change Think Small worked to improve access to child care in Minnesota. We led collaborative advocacy efforts in support of legislation in Minnesota, which would ensure that no family pays more than 7% of their income on child care.

4d Other program services (Describe on Schedule O.) (Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses 37,830,884.

Part IV Checklist of Required Schedules

Table with 3 columns: Question ID, Yes, No. Rows include questions 1 through 21, with sub-questions a-f for questions 11, 12, and 20. Pre-filled 'X' marks are present in the Yes/No columns for various questions.

Part IV Checklist of Required Schedules (continued)

Table with 3 columns: Question, Yes, No. Rows 22-38 covering various organizational requirements and schedules.

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 3 columns: Question, Yes, No. Rows 1a-1c regarding Form 1096, Forms W-2G, and backup withholding rules.

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)

Table with columns for question number, question text, and Yes/No response boxes. Includes questions 2a through 17 regarding employee counts, tax returns, gross income, foreign accounts, prohibited 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 on Schedule O. See instructions.

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

Section A. Governing Body and Management

Table with 3 columns: Question, Yes, No. Rows include: 1a Enter the number of voting members of the governing body at the end of the tax year (16); 1b Enter the number of voting members included on 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? (X); 3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person? (X); 4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? (X); 5 Did the organization become aware during the year of a significant diversion of the organization's assets? (X); 6 Did the organization have members or stockholders? (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? (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? (X); 8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following: a The governing body? (X); b Each committee with authority to act on behalf of the governing body? (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 on Schedule O (X).

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

Table with 3 columns: Question, Yes, No. Rows include: 10a Did the organization have local chapters, branches, or affiliates? (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?; 11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? (X); 11b Describe on Schedule O the process, if any, used by the organization to review this Form 990.; 12a Did the organization have a written conflict of interest policy? If "No," go to line 13 (X); 12b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? (X); 12c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done (X); 13 Did the organization have a written whistleblower policy? (X); 14 Did the organization have a written document retention and destruction policy? (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? a The organization's CEO, Executive Director, or top management official (X); b Other officers or key employees of the organization (X); If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.; 16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? (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?

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 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
[X] Own website [X] Another's website [X] Upon request [] Other (explain on Schedule O)
19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
20 State the name, address, and telephone number of the person who possesses the organization's books and records
The Organization - 651-641-0305
10 Yorkton Court, Saint 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 the instructions for definition of "key employee."
 - List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
 - List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
 - List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.
- See the instructions for the order in which to list the persons above.

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

(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/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(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) Barbara Yates President and CEO	50.00			X			239,319.	0.	33,192.	
(2) Mark Cross Chief Operating Officer	40.00			X			191,141.	0.	11,415.	
(3) Cisa Keller SVP EC Quality Development	40.00				X		143,218.	0.	9,090.	
(4) Jonathan May VP of Innovations & Development	40.00				X		129,361.	0.	6,459.	
(5) Wendy Nielsen Director of Early Childhood Supports	40.00				X		103,824.	0.	28,289.	
(6) Tracy Nordstrom Chair	1.00	X		X			0.	0.	0.	
(7) Jaylon Rosenblum Vice Chair	1.00	X		X			0.	0.	0.	
(8) Tanya Skogerboe Treasurer	1.00	X		X			0.	0.	0.	
(9) Margeaux King Secretary	1.00	X		X			0.	0.	0.	
(10) Robbin Johnson Director	1.00	X					0.	0.	0.	
(11) Arthur Rolnick Director	1.00	X					0.	0.	0.	
(12) Cory Padesky Director	1.00	X					0.	0.	0.	
(13) Fred Senn Director	1.00	X					0.	0.	0.	
(14) Molly Sullivan Director	1.00	X					0.	0.	0.	
(15) Jim Sparks Director	1.00	X					0.	0.	0.	
(16) Andrea Stern Director	1.00	X					0.	0.	0.	
(17) Megan Gunnar Director	1.00	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/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(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) Andrea Singh Director	1.00	X						0.	0.	0.
(19) Angela Bissen Director	1.00	X						0.	0.	0.
(20) Andre Dukes Director	1.00	X						0.	0.	0.
(21) Yolanda Majors Director	1.00	X						0.	0.	0.
1b Subtotal								806,863.	0.	88,445.
c Total from continuation sheets to Part VII, Section A								0.	0.	0.
d Total (add lines 1b and 1c)								806,863.	0.	88,445.

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 7

	Yes	No
3 Did the organization list any former officer, director, trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		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? <i>If "Yes," complete Schedule J for such individual</i>	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? <i>If "Yes," complete Schedule J for such person</i>		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
Mytech Partners Inc 300 2nd Street NW, New Brighton, MN 55112	IT Support	479,112.
Franklin Lake LLC 530 Desnoyer Avenue, Saint Paul, MN 55104	Lobbying	198,900.
Versa Press Inc 1465 Spring Bay Road, East Peoria, IL 61611	Printing & Binding Books	147,644.

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)	(B)	(C)	(D)	
			Total revenue	Related or exempt function revenue	Unrelated business revenue	Revenue excluded from tax under sections 512 - 514	
Contributions, Gifts, Grants and Other Similar Amounts	1 a	Federated campaigns	1a				
	b	Membership dues	1b				
	c	Fundraising events	1c				
	d	Related organizations	1d				
	e	Government grants (contributions)	1e	32,656,969.			
	f	All other contributions, gifts, grants, and similar amounts not included above ...	1f	7,254,625.			
	g	Noncash contributions included in lines 1a-1f	1g	\$			
	h	Total. Add lines 1a-1f		39,911,594.			
Program Service Revenue	2 a	Professional Development	Business Code	624410	244,899.	244,899.	
	b	Other Program Service Fees		624410	2,426.	2,426.	
	c					
	d					
	e					
	f	All other program service revenue					
	g	Total. Add lines 2a-2f		247,325.			
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts)		135,733.		135,733.	
	4	Income from investment of tax-exempt bond proceeds					
	5	Royalties		59,339.		59,339.	
	6 a	Gross rents	6a	(i) Real	29,830.		
				(ii) Personal			
	b	Less: rental expenses ...	6b	0.			
	c	Rental income or (loss)	6c	29,830.			
	d	Net rental income or (loss)		29,830.		29,830.	
	7 a	Gross amount from sales of assets other than inventory	7a	(i) Securities			
				(ii) Other			
	b	Less: cost or other basis and sales expenses	7b				
	c	Gain or (loss)	7c				
d	Net gain or (loss)						
8 a	Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18	8a					
b	Less: direct expenses	8b					
c	Net income or (loss) from fundraising events						
9 a	Gross income from gaming activities. See Part IV, line 19	9a					
b	Less: direct expenses	9b					
c	Net income or (loss) from gaming activities						
10 a	Gross sales of inventory, less returns and allowances	10a		2,394,327.			
b	Less: cost of goods sold	10b	835,235.				
c	Net income or (loss) from sales of inventory		1,559,092.	1,559,092.			
Miscellaneous Revenue	11 a	Business Code				
	b					
	c					
	d	All other revenue					
	e	Total. Add lines 11a-11d					
12	Total revenue. See instructions		41,942,913.	1,806,417.	0.	224,902.	

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	26,832,643.	26,832,643.		
2 Grants and other assistance to domestic individuals. See Part IV, line 22	1,389,138.	1,389,138.		
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	469,534.	418,796.	36,929.	13,809.
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	5,988,913.	5,348,053.	460,082.	180,778.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	25,200.	22,059.	2,707.	434.
9 Other employee benefits	607,380.	531,673.	65,255.	10,452.
10 Payroll taxes	463,692.	415,893.	34,504.	13,295.
11 Fees for services (nonemployees):				
a Management				
b Legal	18,232.		18,232.	
c Accounting	60,156.		60,156.	
d Lobbying	210,156.	210,156.		
e Professional fundraising services. See Part IV, line 17				
f Investment management fees	29,919.		29,919.	
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.)	1,287,351.	711,128.	533,879.	42,344.
12 Advertising and promotion	412,016.	405,422.	6,594.	
13 Office expenses	265,870.	242,994.	22,633.	243.
14 Information technology	510,202.	494,428.	13,494.	2,280.
15 Royalties				
16 Occupancy	232,302.	229,299.	803.	2,200.
17 Travel	31,384.	23,711.	9.	7,664.
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	97,955.	68,192.	25,628.	4,135.
20 Interest	1,895.		1,895.	
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	377,169.	362,568.	14,601.	
23 Insurance	97,333.	56,162.	41,171.	
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a Credit Card/Bank Fees	47,734.	36,212.	8,814.	2,708.
b Subscriptions and dues	23,134.	18,052.	5,082.	
c Supplies	14,459.	3,865.	3,983.	6,611.
d Equipment	13,914.	10,440.	3,474.	
e All other expenses				
25 Total functional expenses. Add lines 1 through 24e	39,507,681.	37,830,884.	1,389,844.	286,953.
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 <input type="checkbox"/> 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	6,834.	1	497,549.
	2 Savings and temporary cash investments		2	
	3 Pledges and grants receivable, net	2,362,349.	3	3,072,206.
	4 Accounts receivable, net	3,458,582.	4	512,903.
	5 Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use	413,651.	8	369,870.
	9 Prepaid expenses and deferred charges	222,110.	9	174,083.
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 4,599,864.		
	b Less: accumulated depreciation	10b 4,023,979.	702,182.	10c 575,885.
	11 Investments - publicly traded securities	1,784,668.	11	4,466,779.
	12 Investments - other securities. See Part IV, line 11	106,332.	12	
	13 Investments - program-related. See Part IV, line 11		13	
	14 Intangible assets		14	
	15 Other assets. See Part IV, line 11	900,978.	15	922,900.
16 Total assets. Add lines 1 through 15 (must equal line 33)	9,957,686.	16	10,592,175.	
Liabilities	17 Accounts payable and accrued expenses	3,676,616.	17	2,814,959.
	18 Grants payable		18	
	19 Deferred revenue	718,368.	19	412,653.
	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 any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23 Secured mortgages and notes payable to unrelated third parties	720,912.	23	
	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	90,105.	25	42,085.
	26 Total liabilities. Add lines 17 through 25	5,206,001.	26	3,269,697.
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33.			
	27 Net assets without donor restrictions	4,306,868.	27	7,027,260.
	28 Net assets with donor restrictions	444,817.	28	295,218.
	Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33.			
	29 Capital stock or trust principal, or current funds		29	
	30 Paid-in or capital surplus, or land, building, or equipment fund		30	
	31 Retained earnings, endowment, accumulated income, or other funds		31	
	32 Total net assets or fund balances	4,751,685.	32	7,322,478.
	33 Total liabilities and net assets/fund balances	9,957,686.	33	10,592,175.

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	41,942,913.
2	Total expenses (must equal Part IX, column (A), line 25)	2	39,507,681.
3	Revenue less expenses. Subtract line 2 from line 1	3	2,435,232.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	4,751,685.
5	Net unrealized gains (losses) on investments	5	135,561.
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	0.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	7,322,478.

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 on 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		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	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 on Schedule O.	X	
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F? _____	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 on Schedule O and describe any steps taken to undergo such audits _____	X	

Form 990 (2023)

SCHEDULE A
(Form 990)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.
Attach to Form 990 or Form 990-EZ.

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

OMB No. 1545-0047

2023

Open to Public Inspection

Name of the organization Think Small	Employer identification number 41-1260581
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Part I Reason for Public Charity Status. (All organizations must complete this part.) See instructions.

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

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

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
Total						

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

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

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	27014489.	24154380.	28232504.	35477394.	39911594.	154790361
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	27014489.	24154380.	28232504.	35477394.	39911594.	154790361
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.						154790361

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
7 Amounts from line 4	27014489.	24154380.	28232504.	35477394.	39911594.	154790361
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources	70,574.	130,578.	177,036.	218,629.	224,902.	821,719.
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.)	175,756.	97,375.	76,280.	27,552.	2,426.	379,389.
11 Total support. Add lines 7 through 10						155991469
12 Gross receipts from related activities, etc. (see instructions)					12	10,044,816.
13 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here						<input type="checkbox"/>

Section C. Computation of Public Support Percentage

14 Public support percentage for 2023 (line 6, column (f), divided by line 11, column (f))	14	99.23 %
15 Public support percentage from 2022 Schedule A, Part II, line 14	15	99.29 %
16a 33 1/3% support test - 2023. 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 - 2022. 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 - 2023. 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 - 2022. 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 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Table with 7 columns: (a) 2019, (b) 2020, (c) 2021, (d) 2022, (e) 2023, (f) Total. Rows include: 1 Gifts, grants, contributions, and membership fees received; 2 Gross receipts from admissions; 3 Gross receipts from activities that are not an unrelated trade or business; 4 Tax revenues levied for the organization's benefit; 5 The value of services or facilities furnished by a governmental unit; 6 Total; 7a Amounts included on lines 1, 2, and 3; 7b Amounts included on lines 2 and 3 from other than disqualified persons; 8 Public support.

Section B. Total Support

Table with 7 columns: (a) 2019, (b) 2020, (c) 2021, (d) 2022, (e) 2023, (f) Total. Rows include: 9 Amounts from line 6; 10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources; 10b Unrelated business taxable income; 11 Net income from unrelated business activities not included on line 10b; 12 Other income; 13 Total support.

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

Section C. Computation of Public Support Percentage

Table with 2 columns: Description, Percentage. Row 15: Public support percentage for 2023; Row 16: Public support percentage from 2022 Schedule A, Part III, line 15.

Section D. Computation of Investment Income Percentage

Table with 2 columns: Description, Percentage. Row 17: Investment income percentage for 2023; Row 18: Investment income percentage from 2022 Schedule A, Part III, line 17.

19a 33 1/3% support tests - 2023. 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.

b 33 1/3% support tests - 2022. 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.

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

Part IV Supporting Organizations

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

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>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.</i>		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer lines 3b and 3c below.</i>		
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)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
4a Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.</i>		
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>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.</i>		
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>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.</i>		
5a Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c Substitutions only. Was the substitution the result of an event beyond the organization's control?		
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
b Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
c Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>		
b Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

Part IV Supporting Organizations (continued)

Table with 3 columns: Question, Yes, No. Row 11: Has the organization accepted a gift or contribution from any of the following persons? Sub-rows 11a, 11b, 11c.

Section B. Type I Supporting Organizations

Table with 3 columns: Question, Yes, No. Row 1: Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? Row 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?

Section C. Type II Supporting Organizations

Table with 3 columns: Question, Yes, No. Row 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)?

Section D. All Type III Supporting Organizations

Table with 3 columns: Question, Yes, No. Row 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? Row 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? Row 3: By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year?

Section E. Type III Functionally Integrated Supporting Organizations

Table with 3 columns: Question, Yes, No. Row 1: Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions). Sub-rows a, b, c. Row 2: Activities Test. Answer lines 2a and 2b below. Sub-rows a, b. Row 3: Parent of Supported Organizations. Answer lines 3a and 3b below. Sub-rows a, b.

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 (explain in Part VI). 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	Adjusted Net Income (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	Total (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 0.015 of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by 0.035.	6	
7	Recoveries of prior-year distributions	7	
8	Minimum Asset Amount (add line 7 to line 6)	8	

Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	1	
2	Enter 0.85 of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	
7	<input type="checkbox"/> 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	1
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2
3	Administrative expenses paid to accomplish exempt purposes of supported organizations	3
4	Amounts paid to acquire exempt-use assets	4
5	Qualified set-aside amounts (prior IRS approval required - provide details in Part VI)	5
6	Other distributions (describe in Part VI). See instructions.	6
7	Total annual distributions. Add lines 1 through 6.	7
8	Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions.	8
9	Distributable amount for 2023 from Section C, line 6	9
10	Line 8 amount divided by line 9 amount	10

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2023	(iii) Distributable Amount for 2023
1	Distributable amount for 2023 from Section C, line 6		
2	Underdistributions, if any, for years prior to 2023 (reasonable cause required - explain in Part VI). See instructions.		
3	Excess distributions carryover, if any, to 2023		
a	From 2018		
b	From 2019		
c	From 2020		
d	From 2021		
e	From 2022		
f	Total of lines 3a through 3e		
g	Applied to underdistributions of prior years		
h	Applied to 2023 distributable amount		
i	Carryover from 2018 not applied (see instructions)		
j	Remainder. Subtract lines 3g, 3h, and 3i from line 3f.		
4	Distributions for 2023 from Section D, line 7: \$		
a	Applied to underdistributions of prior years		
b	Applied to 2023 distributable amount		
c	Remainder. Subtract lines 4a and 4b from line 4.		
5	Remaining underdistributions for years prior to 2023, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI. See instructions.		
6	Remaining underdistributions for 2023. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI. See instructions.		
7	Excess distributions carryover to 2024. Add lines 3j and 4c.		
8	Breakdown of line 7:		
a	Excess from 2019		
b	Excess from 2020		
c	Excess from 2021		
d	Excess from 2022		
e	Excess from 2023		

Schedule A (Form 990) 2023

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.)

Lined area for supplemental information.

Schedule B
(Form 990)

Department of the Treasury
Internal Revenue Service

Schedule of Contributors

Attach to Form 990, 990-EZ, or 990-PF.
Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2023

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

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year \$ _____

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

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

Schedule B (Form 990) (2023)

Name of organization Think Small	Employer identification number 41-1260581
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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	<hr/> <hr/> <hr/>	\$ <u>3,100,000.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2	<hr/> <hr/> <hr/>	\$ <u>7,484,524.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	<hr/> <hr/> <hr/>	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	<hr/> <hr/> <hr/>	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	<hr/> <hr/> <hr/>	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	<hr/> <hr/> <hr/>	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	<hr/> <hr/> <hr/>	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization Think Small	Employer identification number 41-1260581
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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 Think Small	Employer identification number 41-1260581
--	---

Part III Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of \$1,000 or less for the year. (Enter this info. once.) \$ _____
Use duplicate copies of Part III if additional space is needed.

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

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

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

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

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

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

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

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

SCHEDULE C
(Form 990)

Political Campaign and Lobbying Activities

OMB No. 1545-0047

2023

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

For Organizations Exempt From Income Tax Under Section 501(c) and Section 527
Complete if the organization is described below. Attach to Form 990 or Form 990-EZ.
Go to www.irs.gov/Form990 for instructions and the latest information.

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

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

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

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

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

- 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 campaign activity expenditures \$
3 Volunteer hours for political campaign activities

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

Table with 5 columns: (a) Name, (b) Address, (c) EIN, (d) Amount paid from filing organization's funds, (e) Amount of political contributions received and promptly and directly delivered to a separate political organization.

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

Schedule C (Form 990) 2023

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 (grassroots lobbying)	133,619.													
b Total lobbying expenditures to influence a legislative body (direct lobbying)	76,537.													
c Total lobbying expenditures (add lines 1a and 1b)	210,156.													
d Other exempt purpose expenditures	37,839,284.													
e Total exempt purpose expenditures (add lines 1c and 1d)	38,049,440.													
f Lobbying nontaxable amount. Enter the amount from the following table in both columns.	1,000,000.													
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">If the amount on line 1e, column (a) or (b) is:</th> <th style="text-align: left;">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) 2020	(b) 2021	(c) 2022	(d) 2023	(e) Total
2a Lobbying nontaxable amount	1,000,000.	1,000,000.	1,000,000.	1,000,000.	4,000,000.
b Lobbying ceiling amount (150% of line 2a, column(e))					6,000,000.
c Total lobbying expenditures	84,020.	137,849.	50,917.	210,156.	482,942.
d Grassroots nontaxable amount	250,000.	250,000.	250,000.	250,000.	1,000,000.
e Grassroots ceiling amount (150% of line 2d, column (e))					1,500,000.
f Grassroots lobbying expenditures	84,020.	137,314.	49,979.	133,619.	404,932.

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)).

Table with 3 main columns: (a) Yes/No, (b) Amount. Rows include: 1 During the year, did the filing organization attempt to influence foreign, national, state, or local legislation...; 2a Did the activities in line 1 cause the organization to not be described in section 501(c)(3)?

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

Table with 3 columns: Question, Yes, No. Rows include: 1 Were substantially all (90% or more) dues received nondeductible by members?; 2 Did the organization make only in-house lobbying expenditures of \$2,000 or less?; 3 Did the organization agree to carry over lobbying and political campaign activity expenditures from the prior year?

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

Table with 2 main columns: Question, Amount. Rows include: 1 Dues, assessments and similar amounts from members; 2 Section 162(e) nondeductible lobbying and political expenditures; 3 Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues; 4 If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditures next year?; 5 Taxable amount of lobbying and political expenditures.

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.

Blank lines for providing supplemental information as required by the instructions.

SCHEDULE D (Form 990)

Department of the Treasury Internal Revenue Service

Supplemental Financial Statements

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

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

OMB No. 1545-0047

2023

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.

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include total number at end of year, aggregate value of contributions, grants, and end of year, and two Yes/No questions regarding donor property and grant fund usage.

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

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include purpose of easements, a table for lines 2a-2d (Total number, acreage, certified historic structures, and non-certified historic structures), and questions about monitoring, expenses, and reporting requirements.

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.

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include questions about reporting requirements for art and historical treasures, and a table for revenue and assets included.

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990. Schedule D (Form 990) 2023

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

- 3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply).
- a Public exhibition
 - b Scholarly research
 - c Preservation for future generations
 - d Loan or exchange program
 - e Other _____
- 4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.
- 5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? Yes No

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

- 1a Is the organization an agent, trustee, custodian, or other intermediary for contributions or other assets not included on Form 990, Part X? Yes No
- b If "Yes," explain the arrangement in Part XIII and complete the following table:
- | | Amount |
|---------------------------------|--------|
| c Beginning balance | 1c |
| d Additions during the year | 1d |
| e Distributions during the year | 1e |
| f Ending balance | 1f |
- 2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? Yes No
- b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII

Part V Endowment Funds Complete if the organization answered "Yes" 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 Term 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:
- | | Yes | No |
|--|--------|----|
| (i) Unrelated organizations? | 3a(i) | |
| (ii) Related organizations? | 3a(ii) | |
| b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? | 3b | |
- 4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment

Complete if the organization answered "Yes" 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		1,194,275.	1,194,275.	0.
c Leasehold improvements		1,634,117.	1,545,693.	88,424.
d Equipment		1,566,472.	1,284,011.	282,461.
e Other				
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, line 10c, column (B))				575,885.

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, line 12, col. (B))		

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, line 13, col. (B))		

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	6,119.
(2) Capitalized development costs, net	849,869.
(3) Operating right-of-use asset	66,912.
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, line 15, col. (B))	922,900.

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) Operating lease liability	42,085.
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, line 25, col. (B))	42,085.

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

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.

Table with 5 main rows and sub-rows (a-e) for adjustments. Total revenue reported as 42,086,874. Adjustments include net unrealized gains (135,561) and donated services (8,400). Total revenue after adjustments is 41,942,913.

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.

Table with 5 main rows and sub-rows (a-e) for adjustments. Total expenses reported as 39,516,081. Adjustments include donated services (8,400). Total expenses after adjustments is 39,507,681.

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.

Multiple horizontal lines provided for entering supplemental information.

**SCHEDULE I
(Form 990)**

Department of the Treasury
Internal Revenue Service

**Grants and Other Assistance to Organizations,
Governments, and Individuals in the United States**
Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.
Attach to Form 990.
Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2023

**Open to Public
Inspection**

Name of the organization **Think Small** 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 noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) Purpose of grant or assistance
PARTNERSHIP ACADEMY 6500 NICOLLET AVE S RICHFIELD, MN 55423	01-0701608	501(c)3	7,868.	0.			Scholarships
JAIN ENTERPRISES 10210 Lancaster Lane North Maple Grove, MN 55369	04-3775230		65,620.	0.			Scholarships
ROBIN E RILEY 3617 3RD AVE S MINNEAPOLIS, MN 55409	05-0531261		6,152.	0.			Scholarships
SARAH L HOLLIDAY 4026 Bryant Avenue North Minneapolis, MN 55412	13-4233185		28,055.	0.			Grants and Scholarships
TIFFANY COLETTE ROBERTS 1935 Parkland Court ST. PAUL, MN 55119	14-1996027		65,350.	0.			Scholarships
MES AMIS FRENCH SCHOOL LLC 1430 MEADOW CT CHASKA, MN 55318	20-2554487		36,311.	0.			Scholarships

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table 94.

3 Enter total number of other organizations listed in the line 1 table 147.

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

Schedule I (Form 990) 2023

Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (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 noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
Mis Amigos Spanish Immersion, LLC 5411 CIRCLE DOWN GOLDEN VALLEY, MN 55416	20-3675365		102,313.	0.			Grants and Scholarships
Audrey Neal 1038 Blair Avenue Saint Paul, MN 55104	20-4214685		19,180.	0.			Grants and Scholarships
Renew Heights LLC 7879 SOMERSET CT WOODBURY, MN 55125	20-4487742		7,435.	0.			Grants and Scholarships
BABYS SPACE A PLACE TO GROW 2438 18th Avenue South Minneapolis, MN 55404	20-4502788	501(c)3	350,383.	0.			Scholarships
SPIRITUAL LIFE BIBLE COLLEGE 6865 SHINGLE CREEK PARKWAY BROOKLYN CENTER, MN 55430	20-5085101	501(c)3	27,687.	0.			Scholarships
JRP Childrens Services, Inc. - Maple Grove - 6975 Wedgwood Road North - Maple Grove, MN 55311	20-5138005		76,471.	0.			Grants and Scholarships
COMMUNITY CHILD CARE CENTER, INC. 1250 Fifield AVE St. Paul, MN 55108	23-7392142	501(c)3	70,679.	0.			Grant
WuchMac Distributing Inc 20046 Hoya Court Lakeville, MN 55044	26-0543815		7,071.	0.			Scholarships
Ladybug No. 2, LLC 859 Vista Boulevard Waconia, MD 55387	26-0615910		6,845.	0.			Grants and Scholarships

Schedule I (Form 990)

Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (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 noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
Allstar Childcare Center 980 10th St NE Milaca, MN 56353	26-1306942		10,684.	0.			Scholarships
P&C Business Enterprises Inc 5000 W Broadway Minneapolis, MN 55429	26-1425248		11,536.	0.			Scholarships
The Crayon Box 9554 Foley Boulevard Coon Rapids, MN 55433	26-1698472		25,672.	0.			Scholarships
The Crayon Box Child Care Center 7751 E River Road Fridley, MN 55432	26-1698534		11,804.	0.			Scholarships
Stella Maris Academy 4321 Allendale Avenue Duluth, MN 55803	26-2609501		5,426.	0.			Scholarships
Casa de Corazon Inc - Rochester 970 34th Avenue Northwest Rochester, MN 55901	26-2862666		40,158.	0.			Grant
SCHOOL READINESS LEARNING ACADEMY 1221 7th Avenue North Minneapolis, MN 55411	26-3245237		77,886.	0.			Grants and Scholarships
IKRAM CHILD CARE CENTER 3055 Old Highway 8 Ste 110 Minneapolis, MN 55418	26-3563921		48,222.	0.			Grants and Scholarships
Lollipop Kids Daycare 20202 Harbor Heights Road Grand Rapids, MN 55744	26-3663487		5,096.	0.			Grant

Schedule I (Form 990)

Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (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 noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
APPLE ACADEMY LEARNING CENTER 1845 MAIN ST CENTERVILLE, MN 55038	26-3694765		56,312.	0.			Grants and Scholarships
Creative Kids Academy Minnetonka 15200 Wayzata Boulevard Wayzata, MN 55391	26-4136621		107,246.	0.			Grants and Scholarships
MACHUPICHU 7 LLC 1601 NICOLLET AVE MINNEAPOLIS, MN 55403	27-0524684		74,067.	0.			Grants and Scholarships
OPEN ARMS EDUCATION & CHILD CARE CENTER - 3355 Hiawatha Avenue - Minneapolis, MN 55406	27-1123534		53,059.	0.			Scholarships
MAYFLOWER EARLY CHILDHOOD CENTER 106 EAST DIAMOND LAKE RD MINNEAPOLIS, MN 55419	27-1543720	501(c)3	72,183.	0.			Scholarships
CIRCULO DE AMIGOS CHILD CARE CENTER LLC - 2830 CEDAR AVE S - MINNEAPOLIS, MN 55407	27-2100603		5,669.	0.			Grants and Scholarships
MILLENNIUM LEARNING CENTER II 1390 Paul Parkway Northeast Blaine, VA 55434	27-2293263		13,564.	0.			Grants and Scholarships
SMILING FACES ACADEMY 7217 W Broadway Avenue Minneapolis, MN 55428	27-2399875		104,574.	0.			Scholarships
HOOYO CHILD CARE 3600 Nicollet Ave S Minneapolis, MN 55409	27-5560668		66,940.	0.			Scholarships

Schedule I (Form 990)

Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (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 noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
JEANETTE THAO 731 MAGNOLIA AVE E ST PAUL, MN 55106	30-0498558		61,527.	0.			Grants and Scholarships
TODAYS LIFE BROOKLYN PARK LLC 9995 XENIA AVE N BROOKLYN PARK, MN 55443	33-0997142		173,436.	0.			Scholarships
JEAN LYLE CHILDRENS CENTER 130 North Howell Street Saint Paul, MN 55104	36-3360364		16,021.	0.			Grants and Scholarships
Urban Ventures Leadership Foundation - 2924 4th Avenue South - Minneapolis, MN 55408	36-3558710	501(c)3	49,293.	0.			Scholarships
TUTOR TIME LEARNING CENTER LLC 32209 Collection Center Drive Chicago, IL 60693	36-4500741		255,051.	0.			Scholarships
Rise N Shine Child Care Center 4749 HIAWATHA AVE S MINNEAPOLIS, MN 55406	36-4709724		36,854.	0.			Scholarships
Shirell's Child Care LLC 629 E 84th St Bloomington, MN 55420	36-4883920		5,472.	0.			Grants and Scholarships
3 RS EARLY CHILDHOOD LEARNING CENTER - 4900 85TH AVE N - BROOKLYN PARK, MN 55443	37-1580191	501(c)3	249,521.	0.			Scholarships
Mustang Munchkins Childcare Center 210 Oak Street Mora, MN 55051	37-1942277		6,723.	0.			Scholarships

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HALLIE Q BROWN COMMUNITY CENTER INC - 270 N KENT ST - ST PAUL, MN 55102	41-0693846	501(c)3	60,422.	0.			Grants and Scholarships
THE FAMILY PARTNERSHIP 414 EIGHTH ST S MINNEAPOLIS, MN 55404	41-0693858	501(c)3	516,857.	0.			Grants and Scholarships
AMHERST H WILDER FOUNDATION CFS Billing 451 LEXINGTON PKWY N ST PAUL, MN 55104	41-0693889	501(c)3	62,097.	0.			Scholarships
YWCA OF MINNEAPOLIS 1130 NICOLET MALL MINNEAPOLIS, MN 55403	41-0693891	501(c)3	458,432.	0.			Grants and Scholarships
Richfield Evangelical Lutheran Church - 8 West 60th Street - Minneapolis, MN 55419	41-0693948	501(c)3	61,989.	0.			Scholarships
SALVATION ARMY NORTHERN DIVISION 401 W 7th St Saint Paul, MN 55102	41-0698597	501(c)3	14,434.	0.			Scholarships
Church of the Ascension 1723 North Bryant Avenue Minneapolis, MN 55411	41-0705767	501(c)3	7,700.	0.			Scholarships
St. Anthony Park Community Nursery School - 2200 West Hillside Avenue - Saint Paul, MN 55108	41-0705843	501(c)3	13,833.	0.			Grants and Scholarships
UNION GOSPEL MISSION ASSOCIATION OF ST PAUL - 376 Western Avenue North - Saint Paul, MN 55103	41-0705847	501(c)3	56,598.	0.			Grants and Scholarships

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PHYLLIS WHEATLEY COMMUNITY CENTER 1301 North 10th Avenue Minneapolis, MN 55411	41-0706132	501(c)3	334,661.	0.			Scholarships
CHURCH OF ST FRANCIS DE SALES 749 JUNO AVE ST PAUL, MN 55102	41-0721706	501(c)3	34,251.	0.			Scholarships
St. Raphael Catholic Church and School - 7301 Bass Lake Road - Crystal, MN 55428	41-0729961	501(c)3	8,884.	0.			Scholarships
Nativity of the Blessed Virgin 9900 Lyndale Avenue South Bloomington, MN 55420	41-0735359	501(c)3	7,724.	0.			Grant
St. Olaf Lutheran Church 306 2nd Street Northwest Austin, MN 55912	41-0764075	501(c)3	8,980.	0.			Scholarships
CHURCH OF ST JEROME 384 E ROSELAWN AVE MAPLEWOOD, MN 55117	41-0773779	501(c)3	118,905.	0.			Scholarships
FRASER PO Box 856719 Minneapolis, MN 55485	41-0781858	501(c)3	52,715.	0.			Grants and Scholarships
EASTERN HEIGHTS LUTHERAN CHURCH 616 RUTH ST ST PAUL, MN 55119	41-0823000	501(c)3	51,385.	0.			Scholarships
Rose of Sharon Lutheran Church 6875 Jamaica Avenue South Cottage Grove, MN 55016	41-0838036	501(c)3	7,934.	0.			Scholarships

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CHURCH OF ST PETER OF NORTH ST. PAUL - 2600 N MARGARET ST - NORTH ST PAUL, MN 55109	41-0838644	501(c)3	15,058.	0.			Grants and Scholarships
WOODDALE CHURCH 6630 SHADY OAK RD EDEN PRAIRIE, MN 55344	41-0844378	501(c)3	50,640.	0.			Grants and Scholarships
ST ALPHONSUS PARISH SCHOOL 7031 HALIFAX AVE N BROOKLYN CENTER, MN 55429	41-0846441	501(c)3	18,036.	0.			Scholarships
SPECIAL SCHOOL DIST 1 - MINNEAPOLIS - 3017 East 31st Street - Minneapolis, MN 55406	41-0851980	501(c)3	55,935.	0.			Grants and Scholarships
Lutheran Social Service of MN 2485 Como Avenue Saint Paul, MN 55108	41-0872993	501(c)3	21,616.	0.			Scholarships
ST MATTHEW LUTHERAN CHURCH 4101 Washington St. NE Columbia Heights, MN 55421	41-0875880	501(c)3	16,773.	0.			Grants and Scholarships
COMMUNITY ACTION PARTNERSHIPS RAMSEY & WASHINGTON COUNTIES - 450 S SYNDICATE ST - ST PAUL, MN 55104	41-0883443	501(c)3	1,088,701.	0.			Scholarships
EXCELSIOR COVENANT PRESCHOOL Excelsior Boulevard Excelsior, MN 55331	41-0884543	501(c)3	6,550.	0.			Scholarships
Christ Memorial Lutheran Church 13501 Sunset Trail Minneapolis, MN 55441	41-0912147	501(c)3	13,060.	0.			Scholarships

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PILLSBURY UNITED COMMUNITIES 3501 CHICAGO AVE S MINNEAPOLIS, MN 55407	41-0916478	501(c)3	31,013.	0.			Grants and Scholarships
MISSISSIPPI VALLEY MONTESSORI 1575 Charlton Street West St Paul, MN 55118	41-0917938	501(c)3	28,481.	0.			Scholarships
PARENTS IN COMMUNITY ACTION INC 700 North Humboldt Avenue Minneapolis, MN 55411	41-0956226	501(c)3	1,336,220.	0.			Scholarships
LA CRECHE EARLY CHILDHOOD CENTERS 1800 OLSON MEMORIAL HWY MINNEAPOLIS, MN 55411	41-0958652	501(c)3	726,659.	0.			Grants and Scholarships
SEWARD CHILD CARE 2323 32ND AVE S MINNEAPOLIS, MN 55406	41-1240047	501(c)3	29,927.	0.			Grants and Scholarships
COMO COMMUNITY CHILD CARE 1024 27th Avenue Southeast Minneapolis, MN 55414	41-1250693	501(c)3	32,186.	0.			Scholarships
REDLEAF PRESS Lockbox #446079 Saint Paul, MN 55164	41-1260581	501(c)3	17,868.	0.			Grant
Perspectives Inc 3381 Gorham Ave St Louis Park, MN 55426	41-1288300	501(c)3	47,121.	0.			Grants and Scholarships
St Andrew Lutheran Church 13600 Technology Drive Eden Prairie, MN 55344	41-1289679	501(c)3	24,438.	0.			Scholarships

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CENTRO TYRONE GUZMAN 1915 CHICAGO AVE. S. MINNEAPOLIS, MN 55404	41-1290349		8,075.	0.			Grants and Scholarships
BROOKDALE CHRISTIAN CENTER DAYCARE 6030 XERXES AVE N BROOKLYN CENTER, MN 55430	41-1298917	501(c)3	33,511.	0.			Scholarships
CATHOLIC CHARITIES OF THE ARCHDIOCESE OF ST PAUL AND MINNEAPOLIS - 1000 PLYMOUTH AVE N - MINNEAPOLIS, MN 55411	41-1302487	501(c)3	601,289.	0.			Scholarships
ESPECIALLY FOR CHILDREN INC 5223 W 73RD ST EDINA, MN 55439	41-1318998		129,169.	0.			Grants and Scholarships
LITTLE VOYAGEURS MONTESSORI SCHOOL INC - 825 51ST AVE NE - COLUMBIA HEIGHTS, MN 55421	41-1327355	501(c)3	13,699.	0.			Grants and Scholarships
FAMILYWISE SERVICES 3036 University Avenue Southeast Minneapolis, MN 55414	41-1343909	501(c)3	13,904.	0.			Scholarships
CORNERSTONE MONTESSORI SCHOOL 1611 AMES AVE ST PAUL, MN 55106	41-1361913	501(c)3	67,566.	0.			Grants and Scholarships
CHILDRENS DISCOVERY CHILD CARE AND LEARNING INC - 3665 TALMAGE CIR - VADNAIS HEIGHTS, MN 55110	41-1391058		92,999.	0.			Scholarships
People Serving People 614 3rd Street South Minneapolis, MN 55415	41-1443148	501(c)3	206,433.	0.			Grants and Scholarships

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A CHANCE TO GROW INC 1800 Second Street NE Minneapolis, MN 55418	41-1444113		39,501.	0.			Grants and Scholarships
NOAHS ARK CHILD DEVELOPMENT CENTERS INC - 4720 Cumberland St. - Shoreview, MN 55126	41-1494089		83,253.	0.			Scholarships
Tiny Tots and Little Tykes 60 East Marie Ave West St. Paul, MN 55118	41-1527628		12,000.	0.			Scholarships
Room For Growing 4700 Scandia Trail North Forest Lake, MN 55025	41-1543989		70,644.	0.			Grants and Scholarships
KINDERPLATZ INC 5600 American Blvd W Minneapolis, MN 55437	41-1561825		14,389.	0.			Grants and Scholarships
NEW HORIZON CHILD CARE INC 3405 ANNAPOLIS LN N PLYMOUTH, MN 55447	41-1569865		7,550,121.	0.			Grants and Scholarships
ANEW DIMENSION CHILD ENRICHMENT CENTER - 1819 MINNEHAHA AVE S - MINNEAPOLIS, MN 55404	41-1628289	501(c)3	168,532.	0.			Scholarships
CHURCH OF NEW LIFE CHRISTIAN MINISTRIES - 8600 Bloomington Avenue South - Bloomington, MN 55425	41-1658986	501(c)3	59,452.	0.			Grants and Scholarships
Living Word Childcare Center 3255 Spring Street NE Ste 140 Minneapolis, MN 55413	41-1662721	501(c)3	54,782.	0.			Scholarships

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KHCD II INC 3405 Annapolis Lane North Plymouth, MN 55447	41-1665459		313,738.	0.			Scholarships
MOIN INCORPORATED 6301 Penn Avenue South Minneapolis, MN 55423	41-1671453		98,170.	0.			Grants and Scholarships
KID ZONE CHILD CARE CENTER 715 2nd Avenue South Hopkins, MN 55343	41-1683532	501(c)3	10,833.	0.			Scholarships
DEBBIE EVANS 581 Arrowhead Dr Lino Lakes, NC 55014	41-1684161		10,424.	0.			Grants and Scholarships
MINNESOTA STATE COLLEGES & UNIVERSITIES - 30 East 7th Street - Saint Paul, MN 55101	41-1687554	501(c)3	5,123.	0.			Grants and Scholarships
FAMILY CHILD DEVELOPMENT CENTER 100 Nathan Ln N PLYMOUTH, MN 55441	41-1690793		7,542.	0.			Grants and Scholarships
IHM-ST LUKES 1065 SUMMIT AVE ST PAUL, MN 55105	41-1691889		21,964.	0.			Scholarships
PLAYHOUSE CHILD CARE OF MONTICELLO INC - 2901 Clearwater Road - St. Cloud, MN 56301	41-1732258		35,279.	0.			Scholarships
LINDA RIETZ 4333 Braddock Trail Eagan, MN 55123	41-1735719		5,452.	0.			Grant

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VIDEHI LARSON 6616 RIDGEVIEW DR EDINA, MN 55439	41-1782075		5,790.	0.			Grant
STEP BY STEP MONTESSORI SCHOOL OF BROOKLYN PARK - 8455 W Broadway - Brooklyn Park, MN 55445	41-1784119		6,525.	0.			Grants and Scholarships
JEREMIAH PROGRAM 729 North Washington Avenue Minneapolis, MN 55401	41-1801834	501(c)3	60,395.	0.			Grants and Scholarships
ISD NO 2754 Attn: Jody Rose Franklin, MN 55333	41-1811094	501(c)3	6,240.	0.			Scholarships
ATHLOS LEADERSHIP ACADEMY 10100 NOBLE PKWY N BROOKLYN PARK, MN 55443	41-1822009	501(c)3	7,360.	0.			Scholarships
DAY BY DAY CHILD DEVELOPMENT CENTER INC - 1565 Cliff Road - Eagan, MN 55122	41-1845964		10,167.	0.			Grants and Scholarships
CLOSE TO MY HEART 1740 VAN DYKE ST MAPLEWOOD, MN 55109	41-1847732	501(c)3	124,619.	0.			Scholarships
SUMMIT EARLY LEARNING CENTER 1015 OLSON MEMORIAL HWY MINNEAPOLIS, MN 55405	41-1855935		177,626.	0.			Grants and Scholarships
TONI PLATZ 12808 TAYLOR ST Blaine, MN 55434	41-1870346		5,978.	0.			Grant

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ALL GODS CHILDREN LEARNING CENTER 4735 Bassett Creek Drive Golden Valley, MN 55422	41-1879712	501(c)3	29,396.	0.			Scholarships
WORLD AROUND US CHILD CARE 2290 11TH AVE E NORTH ST PAUL, MN 55109	41-1887084		34,597.	0.			Scholarships
Apple Lane Community Child Care Center - 1900 8th Avenue Northwest - Austin, MN 55912	41-1889518	501(c)3	10,322.	0.			Scholarships
AGAPE CHILD DEVELOPMENT CENTER 2304 Emerson Avenue North Minneapolis, MN 55411	41-1914493	501(c)3	58,644.	0.			Scholarships
RAINBOW CHILD DEVELOPMENT INC 605 Como Avenue Saint Paul, MN 55103	41-1915967		125,235.	0.			Scholarships
HOLY TRINITY LUTHERAN CHURCH 4240 GETTYSBURG AVE N NEW HOPE, OR 55428	41-1925313	501(c)3	24,750.	0.			Grants and Scholarships
LAKE AREA DISCOVERY CENTER 3770 BELLAIRE AVE WHITE BEAR LAKE, MN 55110	41-1937239	501(c)3	44,575.	0.			Grants and Scholarships
BLOOM EARLY LEARNING 17805 County Road 6 Plymouth, MN 55447	41-1939043	501(c)3	52,662.	0.			Grants and Scholarships
MetroKids 810 S 7th Street Minneapolis, MN 55415	41-1949182	501(c)3	10,812.	0.			Scholarships

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EXCELL ACADEMY FOR HIGHER LEARNING CHARTER SCHOOL - 6510 ZANE AVE N - BROOKLYN PARK, MN 55429	41-1968867	501(c)3	36,218.	0.			Grants and Scholarships
ATREBLA EARLY LEARNING CENTER 2101 East 35th Street Minneapolis, MN 55407	41-1995090		13,510.	0.			Scholarships
MICHELLE HERZOG 3110 W 173rd St Jordan, MN 55352	41-2010877		5,500.	0.			Grant
Tracie Rieder 3924 Birmingham Lane Northwest Rochester, MN 55901	41-2015554		7,566.	0.			Grant
Ind School District 191 200 Burnsville Parkway West Burnsville, MN 55337	41-6000802	501(c)3	14,425.	0.			Scholarships
ISD 276 - MINNETONKA ATTN: MINNETONKA PRESCHOOL & ECFE 4584 VINE HILL ROAD - EXCELSIOR, MN 55331	41-6001402	501(c)3	15,668.	0.			Scholarships
ISD 278 - ORONO 5050 Independence Street Maple Plain, MN 55359	41-6001403	501(c)3	19,380.	0.			Scholarships
ISD 273 - EDINA 5701 NORMANDALE RD EDINA, MN 55424	41-6001406	501(c)3	67,192.	0.			Scholarships
ROBBINSDALE AREA SCHOOLS 3725 PILGRIM LN N PLYMOUTH, MN 55441	41-6001408	501(c)3	20,133.	0.			Scholarships

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ISD 272 - EDEN PRAIRIE 8100 School Road Eden Prairie, MN 55344	41-6001462	501(c)3	51,313.	0.			Scholarships
ISD 284 - WAYZATA 17340 County Road 6 Plymouth, MN 55447	41-6001464	501(c)3	6,706.	0.			Scholarships
Independent School District No 283 6300 Walker Street St. Louis Park, MN 55416	41-6001466	501(c)3	24,425.	0.			Scholarships
Independent School District No 745 30 Forest Avenue Albany, MN 56307	41-6003949	501(c)3	5,453.	0.			Scholarships
TORAH ACADEMY 2800 JOPPA AVE ST LOUIS PARK, MN 55416	41-6007486	501(c)3	121,711.	0.			Scholarships
Regents of the University of Minnesota - NW 5960 - MINNEAPOLIS, MN 55485	41-6007513	501(c)3	24,075.	0.			Grants and Scholarships
ISD 621-Silver View Education Center - 2574 Mounds View Boulevard - Mounds View, MN 55112	41-6008084	501(c)3	16,270.	0.			Grant
ISD 624 - WHITE BEAR LAKE 4855 BLOOM AVE WHITE BEAR LAKE, MN 55110	41-6008212	501(c)3	9,120.	0.			Scholarships
ISD 270 - HOPKINS 125 Monroe Avenue South Hopkins, MN 55343	41-6008248	501(c)3	25,483.	0.			Scholarships

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GOLDEN VALLEY LUTHERAN CHURCH 5501 GLENWOOD AVE GOLDEN VALLEY, MN 55422	41-6009103	501(c)3	41,654.	0.			Scholarships
DODGE NATURE PRESCHOOL & THOMAS IRVINE NATURE CENTER - 1715 CHARLTON ST - WEST ST PAUL, MN 55118	41-6081794	501(c)3	8,104.	0.			Scholarships
ROXANNE WILLIAMS Westminster Street Saint Paul, MN 55130	42-1643762		21,045.	0.			Scholarships
LA PETITE ACADEMY INC 32209 COLLECTION CENTER DR CHICAGO, IL 60693	43-1243221		36,263.	0.			Scholarships
LIT'L SPROUTS CHILD CARE CENTER INC - 404 Whiskey Road Northwest - Isanti, MN 55040	43-2071326		25,067.	0.			Grants and Scholarships
US Toy Co Inc 13201 Arrington Road Grandview, MN 64030	44-0577574		77,216.	0.			Grant
Cathedral Hill Montessori School 329 Dayton Ave Saint Paul, MN 55102	45-1062357	501(c)3	10,677.	0.			Scholarships
New Creations Child Care & Learning Center, LLC - Coon Rapids - 1805 Gateway Drive - Coon Rapids, MN 55448	45-2102817		219,303.	0.			Grants and Scholarships
YMCA OF THE GREATER TWIN CITIES 651 NICOLLET MALL STE 500 MINNEAPOLIS, MN 55402	45-2563299	501(c)3	242,511.	0.			Grants and Scholarships

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ANGELS LEARNING CENTER LLC 7624 BROOKLYN BLVD BROOKLYN PARK, MN 55443	45-3984850		68,797.	0.			Scholarships
CHERYL O'NEIL 14660 Greenridge Lane Burnsville, MN 55306	45-4464434		5,810.	0.			Grants and Scholarships
COMMUNITY OF SAINTS REGIONAL CATHOLIC PRESCHOOL - 335 HURLEY ST E - WEST ST PAUL, MN 55118	45-4804818	501(c)3	8,994.	0.			Scholarships
SMC Ventures Inc 5595 Memorial Avenue North Oak Park Heights, MN 55082	45-4955643		13,744.	0.			Scholarships
MI FAMILIA CHILD CARE CENTER 2855 47th Street East Inver Grove Heights, MN 55076	45-5587465		47,606.	0.			Grants and Scholarships
PLYMOUTH ACADEMY 911 Plymouth Avenue North Minneapolis, MN 55411	46-0999347		28,911.	0.			Grants and Scholarships
TAMARA FRANK-LEONZAL 3334 White Oaks Lane Woodbury, MN 55125	46-1594573		6,000.	0.			Grant
Muna Ali 664 BLAIR AVE ST PAUL, MN 55104	46-1623792		32,089.	0.			Grants and Scholarships
NICOLE MINKE 8124 CLINTON AVE S BLOOMINGTON, MN 55420	46-2154369		10,225.	0.			Scholarships

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CEDAR RIVERSIDE CHILD CARE CENTER 406 Cedar Ave. South Minneapolis, MN 55454	46-2350408		151,619.	0.			Grants and Scholarships
Early Steps Learning Foundation 6122 42nd Avenue North Crystal, MN 55422	46-4224707		42,097.	0.			Grants and Scholarships
Michelle Weiler 516 14th Street Southwest Willmar, MN 56201	46-4745432		5,165.	0.			Grant
MINNESOTA CHILD CARE CENTER 312 West Lake Street Minneapolis, MN 55408	46-5432100		42,602.	0.			Scholarships
OLUS CENTER LLC 1315 12TH AVE N MINNEAPOLIS, MN 55411	46-5562909		299,719.	0.			Scholarships
MIDWEST CHILD DEVELOPMENT LLC 1514 Englewood Avenue St. Paul, MN 55104	46-5605732		11,913.	0.			Scholarships
MONTESSORI AMERICAN INDIAN CHILDCARE CENTER - 1909 Ivy Avenue East - Saint Paul, MN 55119	47-0972540		24,055.	0.			Scholarships
TESFA International School Inc 6201 Noble Ave N Brooklyn Center, MN 55429	47-1553568	501(c)3	24,530.	0.			Scholarships
LITTLE STEPS CHILDCARE LLC 906 DALE ST N ST PAUL, MN 55103	47-1890116		67,183.	0.			Scholarships

Schedule I (Form 990)

Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (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 noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
Heartwood Montessori School 229 13th Ave NE Minneapolis, MN 55413	47-2241441	501(c)3	25,912.	0.			Grants and Scholarships
CREATIVE WONDERS CHILDCARE 5985 Carmen Avenue East Inver Grove Heights, MN 55076	47-2702433		27,290.	0.			Scholarships
LINDA E POIKONEN 106 Angel Ave. NW Watertown, MN 55388	47-2818502		5,652.	0.			Grant
FIRST DAY CARE CENTER LLC 1433 East Franklin Avenue Minneapolis, MN 55404	47-3011295		26,980.	0.			Grants and Scholarships
ABC123 CHILD ENRICHMENT CENTER LLC 1710 Center Avenue West Dilworth, MN 56529	47-3301517		10,560.	0.			Scholarships
FUTURE LEADERS EARLY LEARNING CENTER - 3641 Chicago Ave S - Minneapolis, MN 55407	47-3384448		6,250.	0.			Scholarships
Bright Minds Child Care Center Inc 950 East Hennepin Avenue Minneapolis, MN 55414	47-3543250		6,775.	0.			Scholarships
Next Best Thing To Grandma 38155 Forest Boulevard North Branch, MN 55056	47-3579709		7,180.	0.			Scholarships
GRISELDA ARAIZA FIGUEROA 9187 Parkside Drive Woodbury, MN 55125	47-3606524		6,000.	0.			Grant

Schedule I (Form 990)

Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (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 noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
WHITTIER WILDFLOWERS PRESCHOOL 2608 BLAISDELL AVE S MINNEAPOLIS, MN 55408	47-3784045	501(c)3	11,760.	0.			Scholarships
KUEHG Corp 5005 Meadows Road Lake Oswego, MN 97035	47-4478313		2,890,818.	0.			Grants and Scholarships
A & M CHANHASSEN CHILDCARE INC 1430 PARK CT CHANHASSEN, MN 55317	47-4632146		10,555.	0.			Grants and Scholarships
Zakia, Inc. 16351 Holbrook Avenue Lakeville, MN 55044	61-1435063		103,378.	0.			Scholarships
Maria E Vega 1570 3RD ST E ST PAUL, MN 55106	68-0547391		11,080.	0.			Grants and Scholarships
Learn and Grow Child Care Center South Inc - 1201 89TH AVE NE STE 120 - BLAINE, MN 55434	68-0585891		13,938.	0.			Scholarships
Christina's Child Care Center 5510 W BROADWAY AVE CRYSTAL, MN 55428	80-0501443		41,703.	0.			Scholarships
WAYNAPICHU LLC 1601 Nicollet Ave Minneapolis, MN 55403	80-0512565		5,722.	0.			Scholarships
PRODEO ACADEMY 4141 University Avenue Northeast Columbia Heights, MN 55421	80-0743744	501(c)3	12,500.	0.			Scholarships

Schedule I (Form 990)

Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (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 noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
TENDER CHILD CARE LLC 15 Winifred St W Saint Paul, WI 55107	80-0753140		9,049.	0.			Grants and Scholarships
Kinder Village LLC 504 East Lynnhurst Avenue Saint Paul, MN 55104	80-0963612		19,140.	0.			Grants and Scholarships
JOYCE PRESCHOOL 3400 PARK AVE MINNEAPOLIS, MN 55407	81-0594016	501(c)3	31,733.	0.			Grant
Little B's Learning Center LLC 3690 County Road 13 Barnum, MN 55707	81-0761920		18,474.	0.			Scholarships
Early Years Academy Inc 807 Main St. N. Suite B Cambridge, MN 55008	81-0778432		7,735.	0.			Scholarships
MALYNDA LYN ZULEGER 8270 MONROE ST NE SPRING LAKE PARK, MN 55432	81-1159263		6,000.	0.			Grant
Echo Yerke 5601 Falcon avenue Pine City, MN 55063	81-1614834		8,587.	0.			Scholarships
TENDERCARE LEARNING CENTER LLC 8040 Old Cedar Ave South STE 3 Bloomington, MN 55425	81-2330797		67,800.	0.			Scholarships
Millennium Learning Center - Eagan 4565 Scott Trail Eagan, MN 55122	81-2660774		9,342.	0.			Scholarships

Schedule I (Form 990)

Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (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 noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
ALL AGES AND FACES ACADEMY 580 Fuller Ave Saint Paul, MN 55103	81-2775730		103,863.	0.			Grants and Scholarships
KIDS GARDEN DAYCARE 959 Minnehaha Avenue Saint Paul, MN 55104	81-3125051		53,241.	0.			Scholarships
NAKIA HOWARD 7297 Stillwater Blvd. N Oakdale, MN 55128	81-3286773		68,553.	0.			Scholarships
Gradepower Learning Center 1055 Westgate Drive Saint Paul, MN 55114	81-3386099		22,146.	0.			Scholarships
EXPANDING MINDS CHILDCARE LLC 2950 MORGAN AVE N MINNEAPOLIS, MN 55411	81-3580615		25,904.	0.			Scholarships
IT STARTS WITH LUV CHILDCARE LLC 2604 42ND AVE N MINNEAPOLIS, MN 55412	81-4038921		66,675.	0.			Grants and Scholarships
ES SBS WAYZATA LLC 4355 N Hwy 169 Plymouth, MN 55442	81-4204519		11,496.	0.			Scholarships
ES SBS SOUTHDALE LLC 4355 N Hwy 169 Plymouth, MN 55442	81-4218249		58,553.	0.			Grants and Scholarships
ES SBS ST ANTHONY LLC 4355 US-169 N PLYMOUTH, MN 55442	81-4232297		42,921.	0.			Grants and Scholarships

Schedule I (Form 990)

Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (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 noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
ES SBS PLYMOUTH LLC 4355 HWY 169 N PLYMOUTH, MN 55442	81-4246308		20,243.	0.			Scholarships
ES SBS MAPLE LLC 4355 Hwy 169 N Plymouth, MN 55442	81-4264126		51,677.	0.			Scholarships
ES SBS BROOKLYN PARK 4355 N Hwy 169 Plymouth, MN 55442	81-4309057		234,872.	0.			Scholarships
ABC Learning Center 2533 24th Avenue South Minneapolis, MN 55406	81-4727433		28,169.	0.			Grants and Scholarships
Katrina Foiles 8562 Ridge Crest Drive Northwest Rochester, MN 55901	81-4728889		5,376.	0.			Grant
HAZEL PARK LEARNING CENTER 1831 MINNEHAHA AVE E ST PAUL, MN 55119	81-4816371	501(c)3	34,954.	0.			Scholarships
Ayah Child Care Center 508 40th Avenue Northeast Minneapolis, MN 55421	81-5267240		11,187.	0.			Grants and Scholarships
MY CHILDCARE PLUS INC 1323 BURR ST ST PAUL, MN 55130	82-0638294		62,428.	0.			Scholarships
Brandie's Little Bear Learning Center LLC - 1250 Industrial Park Drive - Eveleth, MN 55734	82-1341195		5,510.	0.			Scholarships

Schedule I (Form 990)

Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (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 noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
NCCC, LLC 11806 Aberdeen Street Northeast Blaine, MN 55449	82-1940679		93,553.	0.			Scholarships
NEW CREATIONS CHILD CARE & LEARNING CENTER AT MAPLE GROVE - 9827 MAPLE GROVE PKWY - MAPLE GROVE, MN 55369	82-1940848		15,208.	0.			Grants and Scholarships
Rainbow Montessori LLC 8736 Nicollet Ave S Bloomington, MN 55420	82-2329471		25,861.	0.			Grants and Scholarships
MINNESOTA WILDFLOWER MONTESSORI SCHOOL - 1330 Lagoon Ave - Minneapolis, MN 55408	82-3187122	501(c)3	133,776.	0.			Scholarships
Laura Hochsprung Family Childcare 19321 40th St Brownton, MN 55312	82-3878184		7,539.	0.			Scholarships
RACHEL HANSON 2764 180th Street East Prior Lake, MN 55372	82-3908217		5,027.	0.			Grant
ACADEMIA ELZE 4 W FRANKLIN AVE MINNEAPOLIS, MN 55404	82-4001502		9,695.	0.			Scholarships
TLC CHILDCARE & DISCOVERY LRN CTR 1051 Forest Street North Saint Paul, MN 55106	82-4708877		60,283.	0.			Grants and Scholarships
My Four & No More LLC 363 Winthrop St. S. Saint Paul, MN 55119	83-1777548		37,819.	0.			Grants and Scholarships

Schedule I (Form 990)

Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (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 noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
NUUR FAMILY CHILD CARE 1291 Hillwind Road Northeast Fridley, MN 55432	83-2283185		10,340.	0.			Scholarships
Jain Enterprises IV Inc 1815 Bromley Street South Saint Paul, MN 55075	83-3337183		7,458.	0.			Grants and Scholarships
Serephim Montessori LLC 3105 65th Street East Inver Grove Heights, MN 55076	83-4437196		35,065.	0.			Scholarships
ST PASCAL REGIONAL CATHOLIC SCHOOL 1757 Conway St St Paul, MN 55106	84-1943812	501(c)3	5,500.	0.			Scholarships
Woodbury Spanish Immersion Early Learning Academy - 8420 City Centre Drive - Woodbury, MN 55125	84-3482713		9,205.	0.			Grants and Scholarships
Careone Childcare Center Inc 116 East 32nd Street Minneapolis, MN 55408	84-4003829		16,357.	0.			Grants and Scholarships
LEE YANG 1920 Nevada Avenue East Saint Paul, MN 55119	84-4079355		12,370.	0.			Grants and Scholarships
New Day Family Child Care Center LLC - 4555 North Dupont Avenue - Minneapolis, MN 55412	84-4213482		41,051.	0.			Scholarships
Aurora Academy Inc 1048 Aurora Avenue Saint Paul, MN 55104	84-4938435		10,123.	0.			Grants and Scholarships

Schedule I (Form 990)

Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (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 noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
High Hopes Childcare Inc 1925 Portland Avenue Minneapolis, MN 55404	86-3233009		20,040.	0.			Scholarships
A & M Carver Child Care Inc 1730 Monroe Drive Carver, MN 55315	87-3535976		6,541.	0.			Grants and Scholarships
Gan Preschool, LLC 1780 Ford Pkwy Saint Paul, MN 55116	87-3707992		7,098.	0.			Scholarships
Nicole Baudouin 513 9th Avenue South South Saint Paul, MN 55075	88-0589894		6,000.	0.			Grant
Train Em' Up Childcare LLC 3622 Queen Ave N Minneapolis, MN 55412	88-1327006		23,559.	0.			Grants and Scholarships
Rayito de Sol - Minnetonka, LLC 3520 Williston Road Minnetonka, MN 55345	88-1373915		23,203.	0.			Grants and Scholarships
Clover Montessori School 1025 Dodd Road West Saint Paul, MN 55118	88-1621075	501(c)3	5,776.	0.			Grants and Scholarships
Caring & Sharing Daycare LLC 116 2nd Street Northwest Aitkin, MN 56431	93-1359231		10,617.	0.			Scholarships
The Little Bee's Child Care Corp 1630 County Highway 10 Spring Lake Park, MN 55432	93-3621347		5,498.	0.			Grants and Scholarships

Schedule I (Form 990)

Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (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 noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
LAKESHORE LEARNING MATERIALS 2695 E DOMINGUEZ STREET CARSON, MN 90895	94-1525814		655,679.	0.			Grant

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 noncash assistance
Scholarships	27	834,955.	0.		
Grants	122	554,183.	0.		

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:

The Organization has designated budget owners to monitor grant spending.
 Every month, the finance group provides reports of the expenditures against
 the budget and provides detailed reports to the program leaders. Then, each
 of the owners signs off on the spending and invoices, which are then
 forwarded to the state's contract.

**SCHEDULE J
(Form 990)**

Department of the Treasury
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest
Compensated Employees
Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
Attach to Form 990.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2023

Open to Public
Inspection

Name of the organization

Think Small

Employer identification number

41-1260581

Part I Questions Regarding Compensation

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

- | | |
|--|--|
| <input type="checkbox"/> First-class or charter travel | <input type="checkbox"/> Housing allowance or residence for personal use |
| <input type="checkbox"/> Travel for companions | <input type="checkbox"/> Payments for business use of personal residence |
| <input type="checkbox"/> Tax indemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees |
| <input type="checkbox"/> Discretionary spending account | <input type="checkbox"/> Personal services (such as maid, chauffeur, chef) |

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

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

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

- | | |
|---|---|
| <input checked="" type="checkbox"/> Compensation committee | <input type="checkbox"/> Written employment contract |
| <input checked="" type="checkbox"/> Independent compensation consultant | <input checked="" type="checkbox"/> Compensation survey or study |
| <input checked="" type="checkbox"/> Form 990 of other organizations | <input checked="" type="checkbox"/> Approval by the board or compensation committee |

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

- a** Receive a severance payment or change-of-control payment?
- b** Participate in or receive payment from a supplemental nonqualified retirement plan?
- c** Participate in or receive payment from an equity-based compensation arrangement?
- If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.

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

- a** The organization?
- b** Any related organization?
- If "Yes" on line 5a or 5b, describe in Part III.

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

- a** The organization?
- b** Any related organization?
- If "Yes" on line 6a or 6b, describe in Part III.

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

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

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

	Yes	No
1a		
1b		
2		
3		
4a		X
4b		X
4c		X
5a		X
5b		X
6a		X
6b		X
7		X
8		X
9		

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

Schedule J (Form 990) 2023

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

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

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

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1) Barbara Yates President and CEO	(i)	239,319.	0.	0.	29,342.	3,850.	272,511.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(2) Mark Cross Chief Operating Officer	(i)	191,141.	0.	0.	11,415.	0.	202,556.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(3) Cisa Keller SVP EC Quality Development	(i)	143,218.	0.	0.	7,890.	1,200.	152,308.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							

Part III Supplemental Information

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

Multiple horizontal lines for supplemental information.

**SCHEDULE O
(Form 990)**

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 Form 990-EZ.
Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2023

Open to Public
Inspection

Name of the organization

Think Small

Employer identification number

41-1260581

Form 990, Part VI, Section B, line 11b:

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. Once complete, the approved document is filed with the IRS.

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:

The CEO and senior management's pay is set through a process that looks at both outside market data and internal pay structures. Think Small uses industry salary surveys and compensation databases to compare wages. The

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

Schedule O (Form 990) 2023

LHA 332211 11-14-23

Name of the organization Think Small	Employer identification number 41-1260581
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Board of Directors reviews this information and decides the CEO's salary based on market trends, the company's budget, and other factors. The CEO decides the pay for other senior managers.

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.

Form 990, Part XII, Line 2c:

No change from prior year.

**Application for Extension of Time To File an Exempt Organization
Return or Excise Taxes Related to Employee Benefit Plans**

OMB No. 1545-0047

Department of the Treasury
Internal Revenue Service

File a separate application for each return.
Go to www.irs.gov/Form8868 for the latest information.

Electronic filing (e-file). You can electronically file Form 8868 to request up to a 6-month extension of time to file any of the forms listed below except for Form 8870, Information Return for Transfers Associated With Certain Personal Benefit Contracts. An extension request for Form 8870 must be sent to the IRS in a paper format (see instructions). For more details on the electronic filing of Form 8868, visit www.irs.gov/e-file-providers/e-file-for-charities-and-non-profits.

Caution: If you are going to make an electronic funds withdrawal (direct debit) with this Form 8868, see Form 8453-TE and Form 8879-TE for payment instructions.

All corporations required to file an income tax return other than Form 990-T (including 1120-C filers), partnerships, REMICs, and trusts must use Form 7004 to request an extension of time to file income tax returns.

Part I - Identification

Type or Print	Name of exempt organization, employer, or other filer, see instructions. Think Small	Taxpayer identification number (TIN) 41-1260581
File by the due date for filing your return. See instructions.	Number, street, and room or suite no. If a P.O. box, see instructions. 10 Yorkton Court	
	City, town or post office, state, and ZIP code. For a foreign address, see instructions. Saint Paul, MN 55117	

Enter the Return Code for the return that this application is for (file a separate application for each return) 01

Application Is For	Return Code	Application Is For	Return Code
Form 990 or Form 990-EZ	01	Form 4720 (other than individual)	09
Form 4720 (individual)	03	Form 5227	10
Form 990-PF	04	Form 6069	11
Form 990-T (sec. 401(a) or 408(a) trust)	05	Form 8870	12
Form 990-T (trust other than above)	06	Form 5330 (individual)	13
Form 990-T (corporation)	07	Form 5330 (other than individual)	14
Form 1041-A	08		

• After you enter your Return Code, complete either Part II or Part III. Part III, including signature, is applicable only for an extension of time to file Form 5330.

• If this application is for an extension of time to file Form 5330, you must enter the following information.

Plan Name _____
 Plan Number _____
 Plan Year Ending (MM/DD/YYYY) _____

Part II - Automatic Extension of Time To File for Exempt Organizations (see instructions)

The books are in the care of **The Organization**
10 Yorkton Court - Saint Paul, MN 55117

Telephone No. **651-641-0305** Fax No. _____

- If the organization does not have an office or place of business in the United States, check this box
- If this is for a Group Return, enter the organization's four-digit Group Exemption Number (GEN) _____. If this is for the whole group, check this box . If it is for part of the group, check this box and attach a list with the names and TINs of all members the extension is for.

1 I request an automatic 6-month extension of time until **May 15**, 20 **25**, to file the exempt organization return for the organization named above. The extension is for the organization's return for:

calendar year 20 ____ or
 tax year beginning **JUL 1**, 20 **23**, and ending **JUN 30**, 20 **24**

2 If the tax year entered in line 1 is for less than 12 months, check reason: Initial return Final return
 Change in accounting period

3a If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits. See instructions.	3a	\$	0.
b If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter any refundable credits and estimated tax payments made. Include any prior year overpayment allowed as a credit.	3b	\$	0.
c Balance due. Subtract line 3b from line 3a. Include your payment with this form, if required, by using EFTPS (Electronic Federal Tax Payment System). See instructions.	3c	\$	0.

For Privacy Act and Paperwork Reduction Act Notice, see instructions.

Form **8868** (Rev. 1-2024)