

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)
Do not enter social security numbers on this form as it may be made public.
 Go to www.irs.gov/Form990 for instructions and the latest information.

2022

Open to Public Inspection

A For the **2022** calendar year, or tax year beginning **JUL 1, 2022** and ending **JUN 30, 2023**

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 Doing business as Number and street (or P.O. box if mail is not delivered to street address) Room/suite 10 Yorkton Court City or town, state or province, country, and ZIP or foreign postal code Saint Paul, MN 55117 F Name and address of principal officer: Cisa Keller same as C above	D Employer identification number 41-1260581 E Telephone number (651) 641-0305 G Gross receipts \$ 38,633,821. H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. See instructions H(c) Group exemption number
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

	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.		
Activities & Governance	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 2022 (Part V, line 2a)	5	130
	6	Total number of volunteers (estimate if necessary)	6	18
	7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	0.
	7b	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 28,232,504.
9		Program service revenue (Part VIII, line 2g)	224,220.	250,210.
10		Investment income (Part VIII, column (A), lines 3, 4, and 7d)	26,681.	81,571.
11		Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	2,064,180.	1,566,026.
12		Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	30,547,585.	37,375,201.
Expenses		13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	21,089,545.
	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)	7,161,245.	7,597,251.
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	0.	0.
	b	Total fundraising expenses (Part IX, column (D), line 25)	265,570.	
	17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	3,156,670.	3,170,291.
	18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	31,407,460.	36,122,189.
	19	Revenue less expenses. Subtract line 18 from line 12	-859,875.	1,253,012.
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	Beginning of Current Year 8,024,590.	End of Year 9,957,686.
	21	Total liabilities (Part X, line 26)	4,590,006.	5,206,001.
	22	Net assets or fund balances. Subtract line 21 from line 20	3,434,584.	4,751,685.

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 Cisa Keller, President and CEO Type or print name and title	Date
Paid Preparer Use Only	Print/Type preparer's name Steven D. Anseth, CPA	Preparer's signature Steven D. Anseth, CP
	Firm's name Abdo LLP	Date 11/18/24
	Firm's address 5201 Eden Ave, Ste 250 Edina, MN 55436	Check if self-employed <input type="checkbox"/> PTIN P00552219
		Firm's EIN 41-1397419 Phone no. 952.835.9090

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

Part III Statement of Program Service Accomplishments

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

1 Briefly describe the organization's mission: To advance quality care and education of children in their crucial early years.

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

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

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

4a (Code:) (Expenses \$ 25,885,598. including grants of \$ 23,410,020.) (Revenue \$)

Strengthen Families:

Family engagement: Think Small is committed to strengthening family's access to high quality care as well as increasing their knowledge about early childhood development and preparing children for kindergarten. Think Small parent-powered texting delivers evidence-based texting messages to parents and caregivers, across MN, for children birth to 5 years old. These short text messages encourage parents to do fun and engaging activities with their children to increase their literacy and numeracy development as well as tips on how to be healthy. Over 10,000 families are currently enrolled.

Scholarships and other financial supports: Think Small serves providers and families with targeted financial supports. Think Small administers

4b (Code:) (Expenses \$ 8,263,351. including grants of \$ 1,894,627.) (Revenue \$ 1,825,645.)

Prepare providers:

Professional development, consultation, and coaching: Think Small provides metro-wide professional development opportunities focused on the essential elements of high-quality care. Opportunities include classes and workshops provided in English, Spanish, Hmong, Somali, Oromo, Amharic, and Karen; individual and site-based consultation and coaching support; business support to help maintain a successful childcare business; and career guidance for certification and licensing. Over 11,000 child care providers take part in trainings and coaching every year.

Community outreach and access: Think Small's multilingual outreach staff connects with historically underserved communities, including

4c (Code:) (Expenses \$ 325,035. including grants of \$ 50,000.) (Revenue \$)

Catalyze change:

Beanstalk: Think Small has an innovation lab where high-potential services are developed, implemented and when merited, scaled, with the end goal of ensuring every child in Minnesota is ready for kindergarten.

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

4e Total program service expenses 34,473,984.

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. 'Yes' and 'No' columns contain 'X' marks for specific questions.

Part IV Checklist of Required Schedules (continued)

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

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, 1b, 1c regarding Form 1096 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

Section A. Governing Body and Management

		Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.		
	1a 16		
b	Enter the number of voting members included on line 1a, above, who are independent		
	1b 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
b	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.)

		Yes	No
10a	Did the organization have local chapters, branches, or affiliates?		X
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?		
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	X	
b	Describe on Schedule O the process, if any, used by the organization to review this Form 990.		
12a	Did the organization have a written conflict of interest policy? If "No," go to line 13	X	
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	X	
c	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
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?		

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.
 Own website Another's website 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
Mark Cross - (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			213,487.	0.	44,495.	
(2) Mark Cross Chief Operating Officer	40.00			X			182,862.	0.	11,716.	
(3) Cisa Keller SVP EC Quality Development	40.00				X		131,811.	0.	17,381.	
(4) Jonathan May VP of Innovations & Development	40.00				X		123,449.	0.	5,069.	
(5) Eric Johnson Strategic Leader of Marketing & Comm	40.00				X		103,553.	0.	10,197.	
(6) Tanya Skogerboe Chair	1.00	X		X			0.	0.	0.	
(7) Tracy Nordstrom Vice Chair	1.00	X		X			0.	0.	0.	
(8) Sarah Wade Treasurer	1.00	X		X			0.	0.	0.	
(9) Margeaux King Secretary	1.00	X		X			0.	0.	0.	
(10) Robbin Johnson Past Chair	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) Jaylon Rosenblum 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) Trent Tucker Director	1.00	X						0.	0.	0.
(20) Andre Dukes Director	1.00	X						0.	0.	0.
(21) Yolanda J. Majors Director	1.00	X						0.	0.	0.
1b Subtotal								755,162.	0.	88,858.
c Total from continuation sheets to Part VII, Section A								0.	0.	0.
d Total (add lines 1b and 1c)								755,162.	0.	88,858.

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 5

	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	273,085.
Versa Press Inc 1465 Spring Bay Road, East Peoria, IL 61611	Printing & Binding Books	191,956.
Agency Squid LLC 2521 27th Avenue S, Minneapolis, MN 55406	Website and Brand Development/Consulti	188,451.
Stoneridge Software LLC 2000 44th Street S, Fargo, ND 58103	Software Support	129,967.

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 4

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	30,652,977.				
	f All other contributions, gifts, grants, and similar amounts not included above	1f	4,824,417.				
	g Noncash contributions included in lines 1a-1f	1g	\$ 475.				
	h Total. Add lines 1a-1f			35,477,394.			
Program Service Revenue	2 a Professional Development	Business Code	624410	224,451.	224,451.		
	b Other Program Service Fees		624410	25,759.	25,759.		
	c						
	d						
	e						
	f All other program service revenue						
	g Total. Add lines 2a-2f			250,210.			
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)			54,019.		54,019.	
	4 Income from investment of tax-exempt bond proceeds						
	5 Royalties			135,827.		135,827.	
	6 a Gross rents	6a	(i) Real	28,783.			
			(ii) Personal				
	b Less: rental expenses	6b		0.			
	c Rental income or (loss)	6c		28,783.			
	d Net rental income or (loss)			28,783.		28,783.	
	7 a Gross amount from sales of assets other than inventory	7a	(i) Securities	231,387.			
			(ii) Other				
	b Less: cost or other basis and sales expenses	7b		203,835.			
	c Gain or (loss)	7c		27,552.			
d Net gain or (loss)			27,552.		27,552.		
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		2,630,220.				
			1,054,785.				
b Less: cost of goods sold	10b		1,575,435.	1,575,435.			
c Net income or (loss) from sales of inventory							
Miscellaneous Revenue	11 a Impairment Loss	Business Code	624410	-174,019.		-174,019.	
	b						
	c						
	d All other revenue						
	e Total. Add lines 11a-11d			-174,019.			
12 Total revenue. See instructions			37,375,201.	1,825,645.	0.	72,162.	

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	24,072,275.	24,072,275.		
2 Grants and other assistance to domestic individuals. See Part IV, line 22	1,282,372.	1,282,372.		
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	451,934.	398,757.	38,846.	14,331.
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	5,933,018.	5,240,990.	499,161.	192,867.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	225,969.	194,105.	28,397.	3,467.
9 Other employee benefits	529,923.	454,968.	66,951.	8,004.
10 Payroll taxes	456,407.	405,436.	36,524.	14,447.
11 Fees for services (nonemployees):				
a Management				
b Legal	18,220.		18,220.	
c Accounting	46,151.		46,151.	
d Lobbying	50,917.	50,917.		
e Professional fundraising services. See Part IV, line 17				
f Investment management fees	17,320.		17,320.	
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.)	846,107.	395,950.	426,131.	24,026.
12 Advertising and promotion	392,186.	375,466.	16,720.	
13 Office expenses	338,628.	330,304.	8,022.	302.
14 Information technology	111,223.	93,397.	17,137.	689.
15 Royalties				
16 Occupancy	562,921.	540,894.	22,027.	
17 Travel	20,309.	17,271.		3,038.
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	54,566.	34,843.	19,509.	214.
20 Interest	34,719.	185.	34,534.	
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	509,451.	484,657.	24,794.	
23 Insurance	90,484.	51,868.	38,616.	
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	56,574.	39,884.	13,765.	2,925.
b Subscriptions and dues	15,447.	9,445.	5,217.	785.
c Miscellaneous Expense	2,978.		2,978.	
d Bad Debt Expense	1,316.		1,316.	
e All other expenses	774.		299.	475.
25 Total functional expenses. Add lines 1 through 24e	36,122,189.	34,473,984.	1,382,635.	265,570.
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	904,862.	1	6,834.
	2 Savings and temporary cash investments		2	
	3 Pledges and grants receivable, net	10,000.	3	2,362,349.
	4 Accounts receivable, net	2,880,149.	4	3,458,582.
	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	491,938.	8	413,651.
	9 Prepaid expenses and deferred charges	189,889.	9	222,110.
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 4,504,723.		
	b Less: accumulated depreciation	10b 3,802,541.		
	11 Investments - publicly traded securities	836,528.	10c	702,182.
	12 Investments - other securities. See Part IV, line 11	1,656,346.	11	1,784,668.
	13 Investments - program-related. See Part IV, line 11	109,549.	12	106,332.
	14 Intangible assets		13	
	15 Other assets. See Part IV, line 11	945,329.	14	
16 Total assets. Add lines 1 through 15 (must equal line 33)	8,024,590.	15	900,978.	
		16	9,957,686.	
Liabilities	17 Accounts payable and accrued expenses	4,153,253.	17	3,676,616.
	18 Grants payable		18	
	19 Deferred revenue	436,753.	19	718,368.
	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		23	720,912.
	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	0.	25	90,105.
	26 Total liabilities. Add lines 17 through 25	4,590,006.	26	5,206,001.
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	3,319,584.	27	4,306,868.
	28 Net assets with donor restrictions	115,000.	28	444,817.
	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	3,434,584.	32	4,751,685.
	33 Total liabilities and net assets/fund balances	8,024,590.	33	9,957,686.

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	37,375,201.
2	Total expenses (must equal Part IX, column (A), line 25)	2	36,122,189.
3	Revenue less expenses. Subtract line 2 from line 1	3	1,253,012.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	3,434,584.
5	Net unrealized gains (losses) on investments	5	84,543.
6	Donated services and use of facilities	6	
7	Investment expenses	7	-20,454.
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	4,751,685.

Part XII Financial Statements and Reporting

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

- 1 Accounting method used to prepare the Form 990: Cash Accrual 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:
 Separate basis Consolidated basis Both consolidated and separate basis
- 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:
 Separate basis Consolidated basis Both consolidated and separate basis
- 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.
- 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?
- 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

	Yes	No
1		
2a		X
2b	X	
2c	X	
3a	X	
3b	X	

Form 990 (2022)

**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

2022

Open to Public Inspection

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

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

The organization is not a private foundation because it is: (For lines 1 through 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) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	30180011.	27014489.	24154380.	28232504.	35477394.	145058778
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	30180011.	27014489.	24154380.	28232504.	35477394.	145058778
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.						145058778

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(f) Total
7 Amounts from line 4	30180011.	27014489.	24154380.	28232504.	35477394.	145058778
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources	35,121.	70,574.	130,578.	177,036.	218,629.	631,938.
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.)	27,916.	175,756.	97,375.	76,280.	27,552.	404,879.
11 Total support. Add lines 7 through 10						146095595
12 Gross receipts from related activities, etc. (see instructions)					12	10,818,142.
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 2022 (line 6, column (f), divided by line 11, column (f))	14	99.29 %
15 Public support percentage from 2021 Schedule A, Part II, line 14	15	99.38 %
16a 33 1/3% support test - 2022. 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 - 2021. 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 - 2022. 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 - 2021. 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) 2018, (b) 2019, (c) 2020, (d) 2021, (e) 2022, (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 received from disqualified persons; 7b Amounts included on lines 2 and 3 received from other than disqualified persons; 8 Public support.

Section B. Total Support

Table with 7 columns: (a) 2018, (b) 2019, (c) 2020, (d) 2021, (e) 2022, (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 2022; Row 16: Public support percentage from 2021 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 2022; Row 18: Investment income percentage from 2021 Schedule A, Part III, line 17.

19a 33 1/3% support tests - 2022. 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 - 2021. 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 (<i>explain in detail in Part VI</i>):		
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 - <i>provide details in Part VI</i>)	5
6	Other distributions (<i>describe in Part VI</i>). 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 (<i>provide details in Part VI</i>). See instructions.	8
9	Distributable amount for 2022 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-2022	(iii) Distributable Amount for 2022
1 Distributable amount for 2022 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2022 (reasonable cause required - <i>explain in Part VI</i>). See instructions.			
3 Excess distributions carryover, if any, to 2022			
a From 2017			
b From 2018			
c From 2019			
d From 2020			
e From 2021			
f Total of lines 3a through 3e			
g Applied to underdistributions of prior years			
h Applied to 2022 distributable amount			
i Carryover from 2017 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4 Distributions for 2022 from Section D, line 7: \$			
a Applied to underdistributions of prior years			
b Applied to 2022 distributable amount			
c Remainder. Subtract lines 4a and 4b from line 4.			
5 Remaining underdistributions for years prior to 2022, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
6 Remaining underdistributions for 2022. Subtract lines 3h and 4b from line 1. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
7 Excess distributions carryover to 2023. Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2018			
b Excess from 2019			
c Excess from 2020			
d Excess from 2021			
e Excess from 2022			

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.)

Multiple horizontal lines for supplemental information.

SCHEDULE C
(Form 990)

Political Campaign and Lobbying Activities

OMB No. 1545-0047

2022

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.

(a) Name	(b) Address	(c) EIN	(d) Amount paid from filing organization's funds. If none, enter -0-.	(e) Amount of political contributions received and promptly and directly delivered to a separate political organization. If none, enter -0-.

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

Schedule C (Form 990) 2022

LHA

232041 11-08-22

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)	49,979.													
b	Total lobbying expenditures to influence a legislative body (direct lobbying)	938.													
c	Total lobbying expenditures (add lines 1a and 1b)	50,917.													
d	Other exempt purpose expenditures	34,423,067.													
e	Total exempt purpose expenditures (add lines 1c and 1d)	34,473,984.													
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="width: 50%;">If the amount on line 1e, column (a) or (b) is:</th> <th style="width: 50%;">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) 2019	(b) 2020	(c) 2021	(d) 2022	(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	151,417.	84,020.	137,849.	50,917.	424,203.
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	113,563.	84,020.	137,314.	49,979.	384,876.

Schedule C (Form 990) 2022

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 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 be not 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 3 columns: Question, Yes, No. 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

2022

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(s) of conservation easements, a table for lines 2a-2d (Total number, acreage, certified historic structures, acquired after 2006), 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) 2022

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 on Part XIII

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

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

- 2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:
- a Board designated or quasi-endowment _____%
 - b Permanent endowment _____%
 - c 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? <input type="checkbox"/> | 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.	1,173,624.	20,651.
c Leasehold improvements		1,556,627.	1,485,668.	70,959.
d Equipment		1,548,821.	1,143,249.	405,572.
e Other				
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				702,182.

Part VII Investments - Other Securities.

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

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely held equity interests		
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Col. (b) must equal Form 990, Part X, col. (B) line 12.)		

Part VIII Investments - Program Related.

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

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

Part IX Other Assets.

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

(a) Description	(b) Book value
(1) Security Deposits	6,119.
(2) Capitalized Development Costs, Net	806,017.
(3) Operating Lease Asset	88,842.
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.)	900,978.

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	90,105.
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.)	90,105.

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.

1 Total revenue, gains, and other support per audited financial statements		1	37,439,290.
2 Amounts included on line 1 but not on Form 990, Part VIII, line 12:			
a Net unrealized gains (losses) on investments	2a 84,543.		
b Donated services and use of facilities	2b		
c Recoveries of prior year grants	2c		
d Other (Describe in Part XIII.)	2d		
e Add lines 2a through 2d	2e	84,543.	
3 Subtract line 2e from line 1	3	37,354,747.	
4 Amounts included on Form 990, Part VIII, line 12, but not on line 1:			
a Investment expenses not included on Form 990, Part VIII, line 7b	4a 20,454.		
b Other (Describe in Part XIII.)	4b		
c Add lines 4a and 4b	4c	20,454.	
5 Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)	5	37,375,201.	

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

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

1 Total expenses and losses per audited financial statements		1	36,122,189.
2 Amounts included on line 1 but not on Form 990, Part IX, line 25:			
a Donated services and use of facilities	2a		
b Prior year adjustments	2b		
c Other losses	2c		
d Other (Describe in Part XIII.)	2d		
e Add lines 2a through 2d	2e	0.	
3 Subtract line 2e from line 1	3	36,122,189.	
4 Amounts included on Form 990, Part IX, line 25, but not on line 1:			
a Investment expenses not included on Form 990, Part VIII, line 7b	4a		
b Other (Describe in Part XIII.)	4b		
c Add lines 4a and 4b	4c	0.	
5 Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)	5	36,122,189.	

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.

**SCHEDULE F
(Form 990)**

Department of the Treasury
Internal Revenue Service

Statement of Activities Outside the United States

Complete if the organization answered "Yes" on Form 990, Part IV, line 14b, 15, or 16.

Attach to Form 990.

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

OMB No. 1545-0047

2022

Open to Public
Inspection

Name of the organization

Employer identification number

Think Small

41-1260581

Part I General Information on Activities Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 14b.

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

2 For grantmakers. Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.

3 Activities per Region. (The following Part I, line 3 table can be duplicated if additional space is needed.)

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in the region	(d) Activities conducted in the region (by type) (such as, fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in the region	(f) Total expenditures for and investments in the region
Central America and the Caribbean - Antigua & Barbuda, Aruba, Bahamas,	0	0	Investment	N/A	106,332.
3 a Subtotal	0	0			106,332.
b Total from continuation sheets to Part I	0	0			0.
c Totals (add lines 3a and 3b)	0	0			106,332.

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

Schedule F (Form 990) 2022

Part II **Grants and Other Assistance to Organizations or Entities Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Part II can be duplicated if additional space is needed.

1 (a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of noncash assistance	(h) Description of noncash assistance	(i) Method of valuation (book, FMV, appraisal, other)

2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as a tax exempt 501(c)(3) organization by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter ▶ _____

3 Enter total number of other organizations or entities ▶ _____

Part III Grants and Other Assistance to Individuals Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 16.

Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Region	(c) Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of noncash assistance	(g) Description of noncash assistance	(h) Method of valuation (book, FMV, appraisal, other)

Part IV Foreign Forms

- 1 Was the organization a U.S. transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926)* Yes No

- 2 Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to separately file Form 3520, Annual Return To Report Transactions With Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A; don't file with Form 990)* Yes No

- 3 Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons With Respect to Certain Foreign Corporations (see Instructions for Form 5471)* Yes No

- 4 Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund (see Instructions for Form 8621)* Yes No

- 5 Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons With Respect to Certain Foreign Partnerships (see Instructions for Form 8865)* Yes No

- 6 Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to separately file Form 5713, International Boycott Report (see Instructions for Form 5713; don't file with Form 990)* Yes No

Schedule F (Form 990) 2022

Part V Supplemental Information

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information. See instructions.

Lined area for 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

2022

**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
NEW HORIZON CHILD CARE INC 3405 ANNAPOLIS LN N PLYMOUTH, MN 55447	41-1569865		7,740,094.	0.			Scholarship
KUEHG Corp 5005 Meadows Road Suite 200 Lake Oswego, OR 97035	47-4478313		2,386,709.	0.			Scholarship
PARENTS IN COMMUNITY ACTION INC 700 North Humboldt Avenue Minneapolis, MN 55411	41-0956226	501(c)(3)	1,159,974.	0.			Scholarship
COMMUNITY ACTION PARTNERSHIPS RAMSEY & WASHINGTON COUNTIES - 450 S SYNDICATE ST - ST PAUL, MN 55104	41-0883443	501(c)(3)	819,763.	0.			Scholarship
YMCA OF THE GREATER TWIN CITIES 651 NICOLLET MALL STE 500 MINNEAPOLIS, MN 55402	45-2563299	501(c)(3)	563,832.	0.			Scholarship
LA CRECHE EARLY CHILDHOOD CENTERS 1800 OLSON MEMORIAL HWY MINNEAPOLIS, MN 55411	41-0958652	501(c)(3)	541,901.	0.			Scholarship

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table 74.

3 Enter total number of other organizations listed in the line 1 table 164.

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

Schedule I (Form 990) 2022

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 PO Box 840250 Los Angeles, CA 90084-0250	94-1525814		501,057.	0.			Scholarship
BABYS SPACE A PLACE TO GROW 2438 18th Avenue South Minneapolis, MN 55404	20-4502788	501(c)(3)	464,747.	0.			Scholarship
KHCD II INC 3405 Annapolis Lane North Suite 100 Plymouth, MN 55447	41-1665459		405,928.	0.			Scholarship
YWCA OF MINNEAPOLIS 1130 NICOLLET MALL MINNEAPOLIS, MN 55403-2405	41-0693891	501(c)(3)	377,524.	0.			Scholarship
CATHOLIC CHARITIES OF THE ARCHDIOCESE OF ST PAUL AND MINNEAPOLIS - 1000 PLYMOUTH AVE N - MINNEAPOLIS, MN 55411	41-1302487	501(c)(3)	291,735.	0.			Scholarship
ES SBS BROOKLYN PARK 4355 N Hwy 169 Plymouth, MN 55442	81-4309057		282,558.	0.			Scholarship
3 RS EARLY CHILDHOOD LEARNING CENTER - 4900 85TH AVE N - BROOKLYN PARK, MN 55443	37-1580191	501(c)(3)	277,494.	0.			Scholarship
PHYLLIS WHEATLEY COMMUNITY CENTER 1301 10th Avenue North Minneapolis, MN 55411	41-0706132	501(c)(3)	235,826.	0.			Scholarship
TUTOR TIME LEARNING CENTER LLC 32209 Collection Center Drive Chicago, IL 60693	36-4500741		210,394.	0.			Scholarship

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
TORAH ACADEMY 2800 JOPPA AVE ST LOUIS PARK, MN 55416	41-6007486		189,660.	0.			Scholarship
ESPECIALLY FOR CHILDREN INC 5223 W 73RD ST EDINA, MN 55439	41-1318998		177,046.	0.			Scholarship
THE FAMILY PARTNERSHIP 1527 E Lake Street MINNEAPOLIS, MN 55407	41-0693858	501(c)(3)	159,055.	0.			Scholarship
CEDAR RIVERSIDE CHILD CARE CENTER 406 Cedar Ave. South Minneapolis, MN 55454	46-2350408		151,591.	0.			Scholarship
SMILING FACES ACADEMY 7217 W Broadway Avenue Minneapolis, MN 55428	27-2399875		149,709.	0.			Scholarship
MINNESOTA WILDFLOWER MONTESSORI SCHOOL - 1330 Lagoon Ave - Minneapolis, MN 55408	82-3187122		138,185.	0.			Scholarship
HOOYO CHILD CARE 3600 NICOLLET AVE S MINNEAPOLIS, MN 55409	27-5560668		132,599.	0.			Scholarship
ANEW DIMENSION CHILD ENRICHMENT CENTER - 1819 MINNEHAHA AVE S - MINNEAPOLIS, MN 55404	41-1628289	501(c)(3)	126,732.	0.			Scholarship
AMHERST H WILDER FOUNDATION CFS Billing 451 LEXINGTON PKWY N ST PAUL, MN 55104	41-0693889	501(c)(3)	124,510.	0.			Scholarship

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
NAKIA HOWARD 7297 Stillwater Blvd. N Oakdale, MN 55128	81-3286773		114,850.	0.			Scholarship
RAINBOW CHILD DEVELOPMENT INC 605 Como Avenue Saint Paul, MN 55103	41-1915967		112,371.	0.			Scholarship
Richfield Evangelical Lutheran Church - 8 West 60th Street - Minneapolis, MN 55419	41-0693948	501(c)(3)	104,836.	0.			Scholarship
New Creations Child care and Learning Center - Crocus Hill - 877 W JEFFERSON AVE - ST. PAUL, MN 55012	45-2102817		103,340.	0.			Scholarship
CHURCH OF ST JEROME 384 E ROSELAWN AVE MAPLEWOOD, MN 55117	41-0773779	501(c)(3)	100,752.	0.			Scholarship
MOIN INCORPORATED 6301 Penn Avenue South Minneapolis, MN 55423	41-1671453		99,536.	0.			Scholarship
ISD 273 - EDINA 5701 NORMANDALE RD EDINA, MN 55424	41-6001406	501(c)(3)	96,399.	0.			Scholarship
MAYFLOWER EARLY CHILDHOOD CENTER 106 EAST DIAMOND LAKE RD MINNEAPOLIS, MN 55419	27-1543720	501(c)(3)	95,590.	0.			Scholarship
SUMMIT EARLY LEARNING CENTER 1015 OLSON MEMORIAL HWY MINNEAPOLIS, MN 55405	41-1855935		92,322.	0.			Scholarship

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
Zakia, Inc. 16351 Holbrook Avenue Lakeville, MN 55044	61-1435063		92,175.	0.			Scholarship
PEOPLE SERVING PEOPLE INC 614 S 3RD ST MINNEAPOLIS, MN 55415	41-1443148	501(c)(3)	88,463.	0.			Scholarship
TENDERCARE LEARNING CENTER LLC 8040 Old Cedar Ave South STE 3 Bloomington, MN 55425	81-2330797		87,174.	0.			Scholarship
NC Properties at Andover LLC 18655 73rd Avenue North Maple Grove, MN 55311	82-1940679		87,110.	0.			Scholarship
SCHOOL READINESS LEARNING ACADEMY 1221 7th Avenue North Minneapolis, MN 55411	26-3245237		86,071.	0.			Scholarship
ISD 272 - EDEN PRAIRIE 8100 School Road Eden Prairie, MN 55344	41-6001462	501(c)(3)	82,312.	0.			Scholarship
CHILDRENS DISCOVERY CHILD CARE AND LEARNING INC - 3665 TALMAGE CIR - VADNAIS HEIGHTS, MN 55110	41-1391058		81,708.	0.			Scholarship
CORNERSTONE MONTESSORI SCHOOL 1611 AMES AVE ST PAUL, MN 55106	41-1361913	501(c)(3)	80,642.	0.			Scholarship
NOAHS ARK CHILD DEVELOPMENT CENTERS INC - 4720 Cumberland St. - Shoreview, MN 55126	41-1494089		76,245.	0.			Scholarship

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
LITTLE STEPS CHILDCARE LLC 906 DALE ST N ST PAUL, MN 55103	47-1890116		71,248.	0.			Scholarship
MINNESOTA CHILD CARE CENTER 312 West Lake Street 2935 Minneapolis, MN 55408	46-5432100		67,558.	0.			Scholarship
MY CHILDCARE PLUS INC 1323 BURR ST ST PAUL, MN 55130	82-0638294		65,742.	0.			Scholarship
SALVATION ARMY NORTHERN DIVISION 401 W 7th St Saint Paul, MN 55102	41-0698597	501(c)(3)	63,405.	0.			Scholarship
TIFFANY COLETTE ROBERTS 1935 Parkland Court ST. PAUL, MN 55119	14-1996027		62,271.	0.			Scholarship
CLOSE TO MY HEART 1740 VAN DYKE ST MAPLEWOOD, MN 55109	41-1847732	501(c)(3)	61,477.	0.			Scholarship
A CHANCE TO GROW INC 1800 Second Street NE Minneapolis, MN 55418	41-1444113	501(c)(3)	61,423.	0.			Scholarship
TODAYS LIFE BROOKLYN PARK LLC 9995 XENIA AVE N BROOKLYN PARK, MN 55443	33-0997142		61,124.	0.			Scholarship
JEANETTE THAO 731 MAGNOLIA AVE E ST PAUL, MN 55106	30-0498558		59,330.	0.			Scholarship

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
MIS AMIGOS SPANISH IMMERSION LLC 5411 Circle Down GOLDEN VALLEY, MN 55416	20-3675365		58,626.	0.			Scholarship
US Toy Co Inc 13201 Arrington Road Grandview, MO 64030	44-0577574		57,805.	0.			Scholarship
JRP Childrens Services, Inc. - Maple Grove - 6975 Wedgwood Road North - Maple Grove, MN 55311	20-5138005		56,738.	0.			Scholarship
New Day Family Child Care Center LLC - 4555 North Dupont Avenue - Minneapolis, MN 55412	84-4213482		56,669.	0.			Scholarship
EXCELL ACADEMY FOR HIGHER LEARNING CHARTER SCHOOL - 5800 65th Ave N. - BROOKLYN PARK, MN 55429	41-1968867	501(c)(3)	55,815.	0.			Scholarship
CASA DE CORAZON INC 8251 Elm Creek Boulevard North Maple Grove, MN 55369	26-2862666		53,362.	0.			Scholarship
SPIRITUAL LIFE BIBLE COLLEGE 6865 SHINGLE CREEK PARKWAY BROOKLYN CENTER, MN 55430	20-5085101	501(c)(3)	52,695.	0.			Scholarship
ANGELS LEARNING CENTER LLC 7624 BROOKLYN BLVD BROOKLYN PARK, MN 55443	45-3984850		52,223.	0.			Scholarship
OLUS CENTER LLC 1315 12TH AVE N MINNEAPOLIS, MN 55411	46-5562909		50,220.	0.			Scholarship

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
BROOKDALE CHRISTIAN CENTER DAYCARE 6030 XERXES AVE N BROOKLYN CENTER, MN 55430	41-1298917	501(c)(3)	49,888.	0.			Scholarship
CHURCH OF NEW LIFE CHRISTIAN MINISTRIES - 8600 Bloomington Avenue South - Bloomington, MN 55425	41-1658986	501(c)(3)	49,848.	0.			Scholarship
JRP CHILDRENS SERVICES, INC. - Brooklyn Park - 10051 Xenia Avenue N - Brooklyn Park, MN 55443	20-5138005		48,272.	0.			Scholarship
UNION GOSPEL MISSION ASSOCIATION OF ST PAUL - 376 Western Avenue North - Saint Paul, MN 55103	41-0705847	501(c)(3)	47,927.	0.			Scholarship
MES AMIS FRENCH SCHOOL LLC 1430 MEADOW CT CHASKA, MN 55318	20-2554487		47,734.	0.			Scholarship
Early Steps Learning Foundation 6122 42nd Avenue North Crystal, MN 55422	46-4224707		46,220.	0.			Scholarship
KIDS GARDEN DAYCARE 959 Minnehaha Avenue Saint Paul, MN 55104	81-3125051		45,970.	0.			Scholarship
TLC CHILDCARE & DISCOVERY LRN CTR 1051 FOREST ST ST PAUL, MN 55106	48-1255340		45,745.	0.			Scholarship
MI FAMILIA CHILD CARE CENTER 2855 47th Street East Inver Grove Heights, MN 55076	45-5587465		41,678.	0.			Scholarship

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
COMMUNITY CHILD CARE CENTER, INC. 1250 Fifield AVE St. Paul, MN 55108	23-7392142		41,095.	0.			Scholarship
EASTERN HEIGHTS LUTHERAN CHURCH 616 RUTH ST ST PAUL, MN 55119	41-0823000	501(c)(3)	40,815.	0.			Scholarship
MACHUPICHU 7 LLC 1601 NICOLLET AVE MINNEAPOLIS, MN 55403	27-0524684		39,116.	0.			Scholarship
ES SBS PLYMOUTH LLC 4355 HWY 169 N PLYMOUTH, MN 55442	81-4246308		38,562.	0.			Scholarship
Urban Ventures Leadership Foundation - 2924 4th Avenue South - Minneapolis, MN 55408	36-3558710	501(c)(3)	38,175.	0.			Scholarship
KID ZONE CHILD CARE CENTER 715 2nd Avenue South Hopkins, MN 55343	41-1683532		38,110.	0.			Scholarship
Creative Kids Academy Maplewood 2617 Duluth Street Maplewood, MN 55109	26-4136621		37,451.	0.			Scholarship
PRODEO ACADEMY 4141 University Avenue Northeast Columbia Heights, MN 55421	80-0743744	501(c)(3)	36,150.	0.			Scholarship
FRASER PO Box 856719 Minneapolis, MN 55485-6719	41-0781858	501(c)(3)	36,135.	0.			Scholarship

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
LAKE AREA DISCOVERY CENTER 3770 BELLAIRE AVE WHITE BEAR LAKE, MN 55110	41-1937239	501(c)(3)	35,677.	0.			Scholarship
Perspectives Inc 3381 Gorham Ave St Louis Park, MN 55426	41-1288300	501(c)(3)	35,530.	0.			Scholarship
HALLIE Q BROWN COMMUNITY CENTER INC - 270 N KENT ST - ST PAUL, MN 55102	41-0693846	501(c)(3)	34,467.	0.			Scholarship
HOLY TRINITY LUTHERAN CHURCH 4240 GETTYSBURG AVE N NEW HOPE, MN 55428	41-1925313	501(c)(3)	34,314.	0.			Scholarship
IT STARTS WITH LUV CHILDCARE LLC 2604 42ND AVE N MINNEAPOLIS, MN 55412	81-4038921		33,025.	0.			Scholarship
New Creations Child Care and Learning Center - Burnsville - 13560 County Road 5 - Burnsville, MN 55337	45-2102817		30,855.	0.			Scholarship
Woodbury Spanish Immersion Early Learning Academy - 8420 City Centre Drive - Woodbury, MN 55125	84-3482713		30,757.	0.			Scholarship
PLAYHOUSE CHILD CARE OF MONTICELLO INC - 2901 Clearwater Road - St. Cloud, MN 56301	41-1732258		30,518.	0.			Scholarship
Christina's Child Care Center 5510 W BROADWAY AVE CRYSTAL, MN 55428	80-0501443		30,468.	0.			Scholarship

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
BLOOM EARLY LEARNING 17805 County Road 6 Plymouth, MN 55447	41-1939043	501(c)(3)	30,053.	0.			Scholarship
PILLSBURY UNITED COMMUNITIES 3501 CHICAGO AVE S MINNEAPOLIS, MN 55407	41-0916478	501(c)(3)	29,920.	0.			Scholarship
CHURCH OF ST FRANCIS DE SALES 749 JUNO AVE ST PAUL, MN 55102	41-0721706	501(c)(3)	29,640.	0.			Scholarship
ST ALPHONSUS PARISH SCHOOL 7031 HALIFAX AVE N BROOKLYN CENTER, MN 55429	41-0846441		29,195.	0.			Scholarship
Train Em' Up Childcare LLC 3622 Queen Ave N Minneapolis, MN 55412	88-1327006		28,960.	0.			Scholarship
Creative Kids Academy Village Center Drive - 855 Village Center Drive #382 - Saint Paul, MN 55127	26-4136621		28,952.	0.			Scholarship
ALL GODS CHILDREN LEARNING CENTER 4735 Bassett Creek Drive Golden Valley, MN 55422	41-1879712	501(c)(3)	28,890.	0.			Scholarship
DODGE NATURE PRESCHOOL & THOMAS IRVINE NATURE CENTER - 1715 CHARLTON ST - WEST ST PAUL, MN 55118	41-6081794	501(c)(3)	28,344.	0.			Scholarship
New Creations Child Care & Learning Center, LLC - Coon Rapids - 1805 Gateway Drive - Coon Rapids, MN 55448	45-2102817		28,315.	0.			Scholarship

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
Today's Life Eden Prairie LLC 12901 Roberts Dr. Eden Prairie, MN 55346	33-0997142		27,896.	0.			Scholarship
OPEN ARMS EDUCATION & CHILD CARE CENTER - 3355 Hiawatha Avenue - Minneapolis, MN 55406	27-1123534		27,451.	0.			Scholarship
ES SBS ST ANTHONY LLC 4355 US-169 N PLYMOUTH, MN 55442	81-4232297		27,122.	0.			Scholarship
ALL AGES AND FACES ACADEMY 580 Fuller Ave Saint Paul, MN 55103-2245	81-2775730		27,069.	0.			Scholarship
SARAH L HOLLIDAY 4026 Bryant Avenue North Minneapolis, MN 55412	13-4233185		26,145.	0.			Scholarship
THE CRAYON BOX CHILD CARE CENTER 7751 E RIVER RD FRIDLEY, MN 55432	26-1698534		26,117.	0.			Scholarship
Muna Ali 664 BLAIR AVE ST PAUL, MN 55104	46-1623792		25,615.	0.			Scholarship
MONTESSORI AMERICAN INDIAN CHILDCARE CENTER - 1909 Ivy Avenue East - Saint Paul, MN 55119	47-0972540		25,615.	0.			Scholarship
ES SBS MAPLE LLC 4355 Hwy 169 N Plymouth, MN 55442	81-4264126		24,282.	0.			Scholarship

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 WAYZATA LLC 4355 N Hwy 169 Plymouth, MN 55442	81-4204519		23,749.	0.			Scholarship
Serephim Montessori LLC 3105 65th Street East Inver Grove Heights, MN 55076	83-4437196		23,504.	0.			Scholarship
Happy Hearts Early Learning Childcare - 2803 Lyndale Ave N - Minneapolis, MN 55411	85-0973006		23,474.	0.			Scholarship
JOYCE PRESCHOOL 3400 PARK AVE MINNEAPOLIS, MN 55407	81-0594016	501(c)(3)	23,366.	0.			Scholarship
COMO COMMUNITY CHILD CARE 1024 27th Avenue Southeast Minneapolis, MN 55414	41-1250693	501(c)(3)	22,838.	0.			Scholarship
ES SBS SOUTHDALÉ LLC 4355 N Hwy 169 Plymouth, MN 55442	81-4218249		21,966.	0.			Scholarship
SHYAM LLC 9495 Garland Lane N Maple Grove, MN 55311	47-4722027		21,940.	0.			Scholarship
ISD 276 - MINNETONKA ATTN: MINNETONKA PRESCHOOL & ECFE 4584 VINE HILL ROAD - EXCELSIOR, MN 5533	41-6001402		21,802.	0.			Scholarship
Rainbow Montessori LLC 8736 Nicollet Ave S Bloomington, MN 55420	82-2329471		21,680.	0.			Scholarship

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
Learn and Grow Child Care Center South Inc - 1201 89TH AVE NE STE 120 - BLAINE, MN 55434	68-0585891		20,779.	0.			Scholarship
FUTURE LEADERS EARLY LEARNING CENTER - 3641 Chicago Ave S - Minneapolis, MN 55407	47-3384448		20,360.	0.			Scholarship
JEREMIAH PROGRAM 729 North Washington Avenue Suite 6 Minneapolis, MN 55401	41-1801834	501(c)(3)	19,992.	0.			Scholarship
Sunrise Child Care Center LLC 3416 Nicollet Avenue Minneapolis, MN 55408	82-2525777		19,959.	0.			Scholarship
ABC Learning Center 2533 24th Avenue South Minneapolis, MN 55406	81-4727433		19,904.	0.			Scholarship
A & M CHANHASSEN CHILDCARE INC 1430 PARK CT CHANHASSEN, MN 55317	47-4632146		19,836.	0.			Scholarship
ISD 13 - COLUMBIA HEIGHTS 1440 49TH AVE NE Columbia Heights, MN 55421	41-6000080		19,743.	0.			Scholarship
MATERNITY OF MARY ST ANDREW SCHOOL 592 ARLINGTON AVE W ST PAUL, MN 55117	41-1654467	501(c)(3)	19,443.	0.			Scholarship
KAPLAN EARLY LEARNING COMPANY PO BOX 890575 CHARLOTTE, NC 28289-0575	56-0935286		19,233.	0.			Scholarship

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
METRO LEARNING CENTER INC 2833 13TH AVE S STE 200 MINNEAPOLIS, MN 55407	82-3334358		19,229.	0.			Scholarship
WOODDALE CHURCH 6630 SHADY OAK RD EDEN PRAIRIE, MN 55344	41-0844378	501(c)(3)	19,081.	0.			Scholarship
Independent School District No 283 6300 Walker Street Attn: Terri Johnson - St. Louis Park, MN 55416	41-6001466		19,021.	0.			Scholarship
IHM-ST LUKES 1065 SUMMIT AVE ST PAUL, MN 55105	41-1691889		18,957.	0.			Scholarship
New Creations Child Care & Learning Center - Brooklyn Park - 4500 Oak Grove Parkway - Brooklyn Park, MN 55443	45-2102817		18,862.	0.			Scholarship
MILLENNIUM LEARNING CENTER INC - Maple Knoll Way - 13961 Maple Knoll Way - Maple Grove, MN 55369	41-1961897		17,829.	0.			Scholarship
LEE YANG 1920 Nevada Avenue East Saint Paul, MN 55119	84-4079355		17,790.	0.			Scholarship
SPECIAL SCHOOL DIST 1 - MINNEAPOLIS - 3017 E 31ST ST - MINNEAPOLIS, MN 55406	41-0851980	501(c)(3)	17,717.	0.			Scholarship
KINDERPLATZ INC 5600 American Blvd W Suite 180 Minneapolis, MN 55437	41-1561825		17,680.	0.			Scholarship

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
ISD 278 - ORONO 5050 Independence Street Maple Plain, MN 55359	41-6001403		17,480.	0.			Scholarship
CREATIVE WONDERS CHILDCARE 5985 Carmen Avenue East Inver Grove Heights, MN 55076	47-2702433		17,303.	0.			Scholarship
ISD 621 - MOUNDS VIEW ATTN: MARY ORTT - 2101 14th Street Northwest - New Brighton, MN 55112	41-6008084		17,135.	0.			Scholarship
CHURCH OF ST PETER OF NORTH ST. PAUL - 2600 N MARGARET ST - NORTH ST PAUL, MN 55109	41-0838644	501(c)(3)	16,972.	0.			Scholarship
Christ Memorial Lutheran Church 13501 Sunset Trail Minneapolis, MN 55441	41-0912147	501(c)(3)	16,879.	0.			Scholarship
Hope Day Care LLC 2828 Univeristy Ave SE, Suite 125 Minneapolis, MN 55414	81-1406107		16,665.	0.			Scholarship
My Four & No More LLC 363 Winthrop St. S. Saint Paul, MN 55119	83-1777548		16,633.	0.			Scholarship
LA PETITE ACADEMY INC 32209 COLLECTION CENTER DR CHICAGO, IL 60693	43-1243221		16,575.	0.			Scholarship
ROOM FOR GROWING INC 268 12th Street Southwest Forest Lake, MN 55025	41-1543989		16,318.	0.			Scholarship

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
Lutheran Social Service of MN 2485 Como Avenue Saint Paul, MN 55108	41-0872993	501(c)(3)	16,159.	0.			Scholarship
SEWARD CHILD CARE 2323 32ND AVE S MINNEAPOLIS, MN 55406	41-1240047	501(c)(3)	16,064.	0.			Scholarship
A Better Childcare 7046 Brooklyn Boulevard Lane Brooklyn Center, MN 55429	81-1617462		16,047.	0.			Scholarship
UN MUNDO NUEVO SPANISH IMMERSION CHILDRENS ACADEMY INC - 7275 147TH ST W - APPLE VALLEY, MN 55124	81-2471898		15,924.	0.			Scholarship
ST JOHNS CHURCH OF LITTLE CANADA 380 LITTLE CANADA RD LITTLE CANADA, MN 55113	41-0781158	501(c)(3)	15,831.	0.			Scholarship
ABC123 CHILD ENRICHMENT CENTER LLC 1710 Center Avenue West Suite 130 Dilworth, MN 56529	47-3301517		15,744.	0.			Scholarship
Creative Kids Academy Maple Grove 12455 62nd Place N Maple Grove, MN 55369	26-4136621		15,611.	0.			Scholarship
NICOLE MINKE 8124 CLINTON AVE S BLOOMINGTON, MN 55420	46-2154369		15,590.	0.			Scholarship
TIERRA ENCANTADA BRYANT 2700 30th Ave South Minneapolis, MN 55406	81-1782153		15,564.	0.			Scholarship

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		15,542.	0.			Scholarship
APPLE ACADEMY LEARNING CENTER 1845 MAIN ST CENTERVILLE, MN 55038	26-3694765		15,456.	0.			Scholarship
Gan Preschool, LLC 1780 Ford Pkwy Saint Paul, MN 55116	87-3707992		15,140.	0.			Scholarship
WECARE CHILDCARE CENTER 3553 Penn Ave N Minneapolis, MN 55412	81-1102083		15,127.	0.			Scholarship
MISSISSIPPI VALLEY MONTESSORI 1575 Charlton Street West St Paul, MN 55118	41-0917938	501(c)(3)	15,068.	0.			Scholarship
DIAMOND DAYCARE INC 460 Lexington Pkwy N Saint Paul, MN 55104	47-5483891		15,043.	0.			Scholarship
ROXANNE WILLIAMS Westminster Street Saint Paul, MN 55130	42-1643762		14,881.	0.			Scholarship
Creative Kids Academy Anoka West Highway 10 Anoka, MN 55303	26-4136621		14,728.	0.			Scholarship
Lutheran Church of Our Savior 14980 Diamond Path West Rosemount, MN 55068	41-1393617	501(c)(3)	14,719.	0.			Scholarship

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
Little Stars Childcare Inc 1882 Ford Pkwy Saint Paul, MN 55116	35-2508942		14,500.	0.			Scholarship
Red Lake Band of Chippewa Indians 2115 Cedar Avenue South Minneapolis, MN 55404	41-0692381		14,424.	0.			Scholarship
NEW CREATIONS CHILD CARE & LEARNING CENTER AT MAPLE GROVE - 9827 MAPLE GROVE PKWY - MAPLE GROVE, MN 55369	82-1940848		14,059.	0.			Scholarship
ROBBINSDALE AREA SCHOOLS 3725 PILGRIM LN N PLYMOUTH, MN 55441	41-6001408		14,006.	0.			Scholarship
Fun Factory Child Care Center 2929 County Road 136 St. Cloud, MN 56301	26-0563049		13,155.	0.			Scholarship
ES SBS CORCORAN LLC 4355 N Hwy 169 Plymouth, MN 55442	81-4259044		13,139.	0.			Scholarship
Jain Enterprises IV Inc 1815 Bromley Street South Saint Paul, MN 55075	83-3337183		12,946.	0.			Scholarship
IKRAM CHILD CARE CENTER 3055 Old Highway 8 Ste 110 Minneapolis, MN 55418	26-3563921		12,940.	0.			Scholarship
LITTLE VOYAGEURS MONTESSORI SCHOOL INC - 825 51ST AVE NE - COLUMBIA HEIGHTS, MN 55421	41-1327355	501(c)(3)	12,545.	0.			Scholarship

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
MINNEHAHA ACADEMY 3100 W RIVER PARKWAY MINNEAPOLIS, MN 55406	41-0693870	501(c)(3)	12,425.	0.			Scholarship
ST JOHN THE BAPTIST CATHOLIC CHURCH & SCHOOL - 835 2nd Avenue Northwest - New Brighton, MN 55112	41-0732498	501(c)(3)	12,118.	0.			Scholarship
MILLENNIUM LEARNING CENTER II 1390 Paul Parkway Northeast Blaine, MN 55434	27-2293263		12,032.	0.			Scholarship
Edina Daycare LLC 3205 West 76th Street 2 Edina, MN 55435	82-4336839		12,000.	0.			Scholarship
ISD 623 - Roseville Area Schools 1910 County Rd B W Roseville, MN 55113	41-6003439		11,895.	0.			Scholarship
HAZEL PARK LEARNING CENTER 1831 MINNEHAHA AVE E ST PAUL, MN 55119	81-4816371		11,759.	0.			Scholarship
Los Amiguitos De River Heights LLC 6070 Cahill Avenue Inver Grove Heights, MN 55076	83-1341245		11,755.	0.			Scholarship
JAIN ENTERPRISES 10210 Lancaster Lane North Maple Grove, MN 55369	04-3775230		11,484.	0.			Scholarship
Church of Lumen Christi 2017 Bohland Avenue Saint Paul, MN 55116	04-3802322	501(c)(3)	11,350.	0.			Scholarship

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
LOVE TO GROW ON 6499 LAKOTA TRL LINO LAKES, MN 55014	41-1915522	501(c)(3)	11,191.	0.			Scholarship
Faribault Child Care Center LLC 2700 cardinal ave Faribault, MN 55021	86-3755640		11,044.	0.			Scholarship
CREATIVE KIDS ACADEMY 9100 Lake Drive Circle Pines, MN 55014	26-4136621		10,810.	0.			Scholarship
Audrey Neal 1038 Blair Avenue Saint Paul, MN 55104	20-4214685		10,692.	0.			Scholarship
GOLDEN VALLEY LUTHERAN CHURCH 5501 GLENWOOD AVE GOLDEN VALLEY, MN 55422	41-6009103	501(c)(3)	10,557.	0.			Scholarship
COMMUNITY OF SAINTS REGIONAL CATHOLIC PRESCHOOL - 335 HURLEY ST E - WEST ST PAUL, MN 55118	45-4804818	501(c)(3)	10,476.	0.			Scholarship
SUZETTE HUSTON 5547 YATES AVE N CRYSTAL, MN 55429	27-2477431		10,463.	0.			Scholarship
Little Feet Big Steps LLC 1981 Silver Bell Road 1300 Eagan, MN 55122	46-4925253		10,401.	0.			Scholarship
Apple Lane Community Child Care Center - 1900 8th Avenue Northwest - Austin, MN 55912	41-1889518		10,274.	0.			Scholarship

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
ST CATHERINE UNIVERSITY 2004 Randolph Avenue #4050 Early Childhood Center - Saint Paul, MN 55105	41-0695509	501(c)(3)	10,036.	0.			Scholarship
RENEW HEIGHTS LCC 7879 SOMERSET CT WOODBURY, MN 55125	20-4487742		9,931.	0.			Scholarship
Mavis Adjei 765 TERRACE DRIVE ROSEVILLE, MN 55113	81-1299595		9,920.	0.			Scholarship
Mustang Munchkins Childcare Center 210 Oak Street Mora, MN 55051	37-1942277		9,639.	0.			Scholarship
Tiny Tots and Little Tykes 60 East Marie Ave Suite 100 West St. Paul, MN 55118	41-1527628		9,370.	0.			Scholarship
St. Raphael Catholic Church and School - 7301 Bass Lake Road - Crystal, MN 55428	41-0729961	501(c)(3)	9,185.	0.			Scholarship
SMC Ventures Inc 771 Indian Trail South Afton, MN 55001	45-4955643		8,962.	0.			Scholarship
SHANNON ELIZABETH ALEXANDER 1887 Roth St White Bear Lake, MN 55110	83-2416631		8,932.	0.			Scholarship
ISD 624 - WHITE BEAR LAKE 4855 BLOOM AVE WHITE BEAR LAKE, MN 55110	41-6008212		8,900.	0.			Scholarship

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
New Creations Child Care and Learning Center - Prior Lake - 16757 Five Hawks Avenue Southeast - Prior Lake, MN 55372	45-2102817		8,724.	0.			Scholarship
RISING STAR ACADEMY INC 6017 PORTLAND AVE MINNEAPOLIS, MN 55417	81-2678348		8,535.	0.			Scholarship
WESTWOOD LUTHERAN CHURCH 9001 CEDAR LAKE RD ST LOUIS PARK, MN 55426	41-0734779	501(c)(3)	8,500.	0.			Scholarship
Echo Yerke 5601 Falcon avenue Pine City, MN 55063	81-1614834		8,466.	0.			Scholarship
Minnesota Montessori Accelerated Learning Center, Inc. - 10033 Frederick Place - Eden Prairie, MN 55347	03-0533105		8,456.	0.			Scholarship
ROBIN E RILEY 3617 3RD AVE S MINNEAPOLIS, MN 55409	05-0531261		8,393.	0.			Scholarship
WORLD AROUND US CHILD CARE 2290 11TH AVE E NORTH ST PAUL, MN 55109	41-1887084		8,362.	0.			Scholarship
ISD NO 2754 Attn: Jody Rose PO Box 13 Franklin, MN 55333	41-1811094		8,094.	0.			Scholarship
LIVING CHRIST LUTHERAN CHURCH 820 LAKE DR Chanhassen, MN 55317	41-1340011	501(c)(3)	8,028.	0.			Scholarship

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
UNITED CHILD CARE CENTER 8353 EXCELSIOR BLVD HOPKINS, MN 55343	47-5262124		7,981.	0.			Scholarship
FAMILYWISE SERVICES 3036 University Avenue Southeast Minneapolis, MN 55414	41-1343909	501(c)(3)	7,961.	0.			Scholarship
COMPASS CHILD CARE LLC 2853 Northdale Boulevard Northwest Coon Rapids, MN 55433	81-5109561		7,954.	0.			Scholarship
Little Newtons Operating, LLC 12323 Highway 55 Plymouth, MN 55441	87-1573686		7,824.	0.			Scholarship
CIRCULO DE AMIGOS CHILD CARE CENTER LLC - 2830 CEDAR AVE S - MINNEAPOLIS, MN 55407	27-2100603		7,607.	0.			Scholarship
CHURCH OF THE NATIVITY OF MARY 9901 E BLOOMINGTON FREEWAY BLOOMINGTON, MN 55420	41-0735359	501(c)(3)	7,290.	0.			Scholarship
PLYMOUTH ACADEMY 911 Plymouth Avenue North Minneapolis, MN 55411	46-0999347		7,062.	0.			Scholarship
SOJOURNER TRUTH ACADEMY 3820 EMERSON AVE N MINNEAPOLIS, MN 55412	41-1890516	501(c)(3)	7,026.	0.			Scholarship
Creative Kids Academy Zimmerman 13160 Fremont Avenue Zimmerman, MN 55398	26-4136621		6,901.	0.			Scholarship

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
Creative Minds Daycare 3801 Portland Avenue Minneapolis, MN 55407	82-3919050		6,616.	0.			Scholarship
Ind School District 191 200 Burnsville Parkway West Burnsville, MN 55337	41-6000802		6,482.	0.			Scholarship
MetroKids 810 S 7th Street Minneapolis, MN 55415	41-1949182	501(c)(3)	6,396.	0.			Scholarship
Mahube-Otwa Community Action Partnership, Inc - 1125 West River Road - Detroit Lakes, MN 56501	41-6049474	501(c)(3)	6,388.	0.			Scholarship
Regents of the University of Minnesota - NW 5960 PO Box 1450 - MINNEAPOLIS, MN 55485-5960	41-6007513	501(c)(3)	6,381.	0.			Scholarship
Acorn Academy of Oak Haven Church 1555 Constance Boulevard Northeast Ham Lake, MN 55304	41-1478717	501(c)(3)	6,380.	0.			Scholarship
Little Lollipop's Licensed Child Care LLC - 7425 Edgewood Avenue North - Brooklyn Park, MN 55428	92-0676039		6,120.	0.			Scholarship
BRIGHT MINDS CHILDCARE CENTER 950 East Hennepin Avenue Minneapolis, MN 55414	47-3543250		5,963.	0.			Scholarship
LYNNE DEVALIER 7284 Newbury Ct Woodbury, MN 55125	80-0767629		5,940.	0.			Scholarship

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
NORTHERN VOICES 1660 County West Road B Roseville, MN 55113	41-1930941	501(c)(3)	5,877.	0.			Scholarship
WOODBURY LUTHERAN CHURCH 7380 AFTON RD WOODBURY, MN 55125	91-0811792	501(c)(3)	5,665.	0.			Scholarship
Pine Childrens Early Learning Center LLC - 900 4th Street SE - Pine City, MN 55063	45-4365259		5,635.	0.			Scholarship
Little Stars Learning LLC 5356 Chicago Avenue Minneapolis, MN 55417	84-1937949		5,509.	0.			Scholarship
Tamara Gardner 3216 Linden Ln N Lake Elmo, MN 55042-2202	80-0674098		5,480.	0.			Scholarship
TAMARA FRANK-LEONZAL 3334 White Oaks Lane Woodbury, MN 55125	46-1594573		5,396.	0.			Scholarship
Sunshine Station Childcare and Preschool - 8956 Walnut Street Box 341 - Rockford, MN 55373	86-1060063		5,363.	0.			Scholarship
Heartwood Montessori School 229 13th Ave NE Minneapolis, MN 55413	47-2241441	501(c)(3)	5,181.	0.			Scholarship
FASA Corporation 10033 Purgatory Road Eden Prairie, MN 55347	83-4458443		5,087.	0.			Scholarship

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
Little B's Learning Center LLC 3690 County Road 13 Barnum, MN 55707	81-0761920		5,076.	0.			Scholarship
CORIS KIDZ CHILDCARE INCORPORATED 2280 Stillwater Avenue East Maplewood, MN 55119	01-0868096		5,046.	0.			Scholarship
ISD 270 - HOPKINS ATTN: LIZ HINDS 125 MONROE AVE S HOPKINS, MN 55343	41-6008248		5,038.	0.			Scholarship
Happy Child Care Center 2609 Bloomington Avenue Minneapolis, MN 55407	82-6544255		5,863.	0.			Scholarship

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	29	1,010,170.	0.		
Grants	133	272,202.	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

2022

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
1b		
2		
4a		X
4b		X
4c		X
5a		X
5b		X
6a		X
6b		X
7		X
8		X
9		

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

Schedule J (Form 990) 2022

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)	213,487.	0.	0.	44,495.	0.	257,982.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(2) Mark Cross Chief Operating Officer	(i)	182,862.	0.	0.	11,716.	0.	194,578.	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)							
	(i)							
	(ii)							

**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

2022

Open to Public
Inspection

Name of the organization

Think Small

Employer identification number

41-1260581

Form 990, Part III, Line 4a, Program Service Accomplishments:

over 4,700 eligibility-based scholarships for families to enroll
children in quality childcare programs in order to reduce opportunity
gaps.

Form 990, Part III, Line 4b, Program Service Accomplishments:

those in low-income neighborhoods, English language learners (ELL),
communities of color, immigrant, and refugee families, so they can
fully engage in Minnesota's early childhood care and education system.
Staff assist nearly 1,000 new immigrant and other families and
providers navigating complex government systems, connecting them to
resources and services available at think small and other
organizations. Staff provide language translation and interpretation
for providers and families.

Publishing: Redleaf press is our award-winning, international publisher
of exceptional early learning curriculum, professional development
materials, and business resources. Redleaf publishes more than a dozen
new titles every year and has approximately 400 titles in print.

Redleaf press has 56 books translated into 12 difference languages.

Over 200,000 products are distributed each year to customers both in
the U.S. and abroad.

Think Small operates a unique early childhood library as a branch of
the St. Paul Public Library. Now numbering over 6,500 items, the
library's collection is a part of Minnesota's public interlibrary loan
system and materials can be delivered to all public libraries
statewide.

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:

Compensation is set by the executive committee of the Board of Directors. An external firm specializing in compensation services is retained for the purposes of gathering and providing independent market data and recommending salary range. The process is documented in the executive

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

committee meeting minutes. Salary determination is sent in writing from the board chair to the President & CEO and provided to COO/HR director. In June 2018, the Organization contracted with an external firm to conduct market review of CEO & 15 senior management positions. The process underway includes: project planning and confirmation of market pricing philosophy, job analysis and external market pricing, cost impact analysis, and an executive committee tutorial. The process will be reviewed with the executive committee of the Board of Directors once completed and documented in committee minutes. Ranges for key positions may also be updated if a vacancy occurs, either by the HR director or an outside firm. Both utilize market data and compensation surveys to inform the results.

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.

IRS e-file Signature Authorization for a Tax Exempt Entity

Form 8879-TE

For calendar year 2022, or fiscal year beginning JUL 1, 2022, and ending JUN 30, 2023

2022

Department of the Treasury Internal Revenue Service

Do not send to the IRS. Keep for your records. Go to www.irs.gov/Form8879TE for the latest information.

Name of filer

Think Small

EIN or SSN

41-1260581

Name and title of officer or person subject to tax

Cisa Keller President and CEO

Part I Type of Return and Return Information

Check the box for the return for which you are using this Form 8879-TE and enter the applicable amount, if any, from the return. Form 8038-CP and Form 5330 filers may enter dollars and cents. For all other forms, enter whole dollars only. If you check the box on line 1a, 2a, 3a, 4a, 5a, 6a, 7a, 8a, 9a, or 10a below, and the amount on that line for the return being filed with this form was blank, then leave line 1b, 2b, 3b, 4b, 5b, 6b, 7b, 8b, 9b, or 10b, whichever is applicable, blank (do not enter -0-). But, if you entered -0- on the return, then enter -0- on the applicable line below. Do not complete more than one line in Part I.

Table with 2 columns: Line number and description, and Amount. Includes rows for Form 990, Form 990-EZ, Form 1120-POL, Form 990-PF, Form 8868, Form 990-T, Form 4720, Form 5227, Form 5330, and Form 8038-CP.

Part II Declaration and Signature Authorization of Officer or Person Subject to Tax

Under penalties of perjury, I declare that I am an officer of the above entity or I am a person subject to tax with respect to (name of entity) Think Small, (EIN) 41-1260581 and that I have examined a copy of the 2022 electronic return and accompanying schedules and statements, and, to the best of my knowledge and belief, they are true, correct, and complete.

PIN: check one box only

I authorize Abdo LLP to enter my PIN 09800. Enter five numbers, but do not enter all zeros.

as my signature on the tax year 2022 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I also authorize the aforementioned ERO to enter my PIN on the return's disclosure consent screen.

As an officer or person subject to tax with respect to the entity, I will enter my PIN as my signature on the tax year 2022 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I will enter my PIN on the return's disclosure consent screen.

Signature of officer or person subject to tax

Date

Part III Certification and Authentication

ERO's EFIN/PIN. Enter your six-digit electronic filing identification number (EFIN) followed by your five-digit self-selected PIN.

4106800062

Do not enter all zeros

I certify that the above numeric entry is my PIN, which is my signature on the 2022 electronically filed return indicated above. I confirm that I am submitting this return in accordance with the requirements of Pub. 4163, Modernized e-File (MeF) Information for Authorized IRS e-file Providers for Business Returns.

ERO's signature

Date 11/18/24

ERO Must Retain This Form - See Instructions

Do Not Submit This Form to the IRS Unless Requested To Do So

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

Form 8879-TE (2022)

Application for Automatic Extension of Time To File an Exempt Organization Return

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 a 6-month automatic extension of time to file any of the forms listed below with the exception of Form 8870, Information Return for Transfers Associated With Certain Personal Benefit Contracts, for which an extension request must be sent to the IRS in paper format (see instructions). For more details on the electronic filing of this form, visit www.irs.gov/e-file-providers/e-file-for-charities-and-non-profits.

Automatic 6-Month Extension of Time. Only submit original (no copies needed).

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.

Type or print	Name of exempt organization 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) 0 | 1

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

Mark Cross

• The books are in the care of ▶ **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, 2024**, to file the exempt organization return for the organization named above. The extension is for the organization's return for:
 ▶ calendar year _____ or
 ▶ tax year beginning **JUL 1, 2022**, and ending **JUN 30, 2023**.

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.

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.