

**Return of Organization Exempt From Income Tax**

**2011**

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

The organization may have to use a copy of this return to satisfy state reporting requirements.

**A** For the 2011 calendar year, or tax year beginning and ending

|                                                                                                                                                                                                                                                                                               |                                                                                                      |                          |                                                                                                                                                                                                                                                                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>B</b> Check if applicable:<br><input type="checkbox"/> Address change<br><input type="checkbox"/> Name change<br><input type="checkbox"/> Initial return<br><input type="checkbox"/> Terminated<br><input type="checkbox"/> Amended return<br><input type="checkbox"/> Application pending | <b>C</b> Name of organization<br><b>TRANSFORMCA</b>                                                  |                          | <b>D</b> Employer identification number<br><b>72-1521579</b>                                                                                                                                                                                                              |
|                                                                                                                                                                                                                                                                                               | Doing Business As <b>TRANSFORM</b>                                                                   |                          | <b>E</b> Telephone number<br><b>(510) 740-3150</b>                                                                                                                                                                                                                        |
|                                                                                                                                                                                                                                                                                               | Number and street (or P.O. box if mail is not delivered to street address)<br><b>436 14TH STREET</b> | Room/suite<br><b>600</b> | <b>G</b> Gross receipts \$ <b>2,621,609.</b>                                                                                                                                                                                                                              |
|                                                                                                                                                                                                                                                                                               | City or town, state or country, and ZIP + 4<br><b>OAKLAND, CA 94612</b>                              |                          | <b>H(a)</b> Is this a group return for affiliates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No<br><b>H(b)</b> Are all affiliates included? <input type="checkbox"/> Yes <input type="checkbox"/> No<br>If "No," attach a list. (see instructions) |
| <b>F</b> Name and address of principal officer: <b>STUART COHEN</b><br><b>436 14TH STREET, SUITE 600, OAKLAND, CA 946</b>                                                                                                                                                                     |                                                                                                      |                          | <b>H(c)</b> Group exemption number ▶                                                                                                                                                                                                                                      |
| <b>I</b> Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) ( ) ◀ (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527                                                                                              |                                                                                                      |                          |                                                                                                                                                                                                                                                                           |
| <b>J</b> Website: ▶ <b>WWW.TRANSFORMCA.ORG</b>                                                                                                                                                                                                                                                |                                                                                                      |                          |                                                                                                                                                                                                                                                                           |
| <b>K</b> Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶                                                                                                           |                                                                                                      |                          | <b>L</b> Year of formation: <b>2002</b> <b>M</b> State of legal domicile: <b>CA</b>                                                                                                                                                                                       |

**Part I Summary**

|                                                                                                                               |                                                                                                                                                                                  |                                                                                                        |
|-------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
| <b>Activities &amp; Governance</b>                                                                                            | 1 Briefly describe the organization's mission or most significant activities: <b>TRANSFORM WORKS TO CREATE WORLD-CLASS PUBLIC TRANSPORTATION AND WALKABLE COMMUNITIES IN THE</b> |                                                                                                        |
|                                                                                                                               | 2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.                                        |                                                                                                        |
|                                                                                                                               | 3                                                                                                                                                                                | Number of voting members of the governing body (Part VI, line 1a) ..... <b>3</b> <b>14</b>             |
|                                                                                                                               | 4                                                                                                                                                                                | Number of independent voting members of the governing body (Part VI, line 1b) ..... <b>4</b> <b>14</b> |
|                                                                                                                               | 5                                                                                                                                                                                | Total number of individuals employed in calendar year 2011 (Part V, line 2a) ..... <b>5</b> <b>40</b>  |
|                                                                                                                               | 6                                                                                                                                                                                | Total number of volunteers (estimate if necessary) ..... <b>6</b> <b>0</b>                             |
|                                                                                                                               | 7a                                                                                                                                                                               | Total unrelated business revenue from Part VIII, column (C), line 12 ..... <b>7a</b> <b>0.</b>         |
| 7b                                                                                                                            | Net unrelated business taxable income from Form 990-T, line 34 ..... <b>7b</b> <b>0.</b>                                                                                         |                                                                                                        |
| <b>Revenue</b>                                                                                                                | <b>8</b> Contributions and grants (Part VIII, line 1h) ..... <b>4,056,917.</b> <b>2,515,047.</b>                                                                                 |                                                                                                        |
|                                                                                                                               | <b>9</b> Program service revenue (Part VIII, line 2g) ..... <b>131,316.</b> <b>105,471.</b>                                                                                      |                                                                                                        |
|                                                                                                                               | <b>10</b> Investment income (Part VIII, column (A), lines 3, 4, and 7d) ..... <b>2,132.</b> <b>1,091.</b>                                                                        |                                                                                                        |
|                                                                                                                               | <b>11</b> Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) ..... <b>0.</b> <b>0.</b>                                                                     |                                                                                                        |
|                                                                                                                               | <b>12</b> Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) ..... <b>4,190,365.</b> <b>2,621,609.</b>                                           |                                                                                                        |
| <b>Expenses</b>                                                                                                               | <b>13</b> Grants and similar amounts paid (Part IX, column (A), lines 1-3) ..... <b>0.</b> <b>0.</b>                                                                             |                                                                                                        |
|                                                                                                                               | <b>14</b> Benefits paid to or for members (Part IX, column (A), line 4) ..... <b>0.</b> <b>0.</b>                                                                                |                                                                                                        |
|                                                                                                                               | <b>15</b> Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) ..... <b>1,989,807.</b> <b>2,190,318.</b>                                            |                                                                                                        |
|                                                                                                                               | <b>16a</b> Professional fundraising fees (Part IX, column (A), line 11e) ..... <b>0.</b> <b>0.</b>                                                                               |                                                                                                        |
|                                                                                                                               | <b>b</b> Total fundraising expenses (Part IX, column (D), line 25) ▶ <b>246,163.</b>                                                                                             |                                                                                                        |
|                                                                                                                               | <b>17</b> Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) ..... <b>1,307,090.</b> <b>903,747.</b>                                                                   |                                                                                                        |
| <b>18</b> Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) ..... <b>3,296,897.</b> <b>3,094,065.</b> |                                                                                                                                                                                  |                                                                                                        |
| <b>19</b> Revenue less expenses. Subtract line 18 from line 12 ..... <b>893,468.</b> <b>-472,456.</b>                         |                                                                                                                                                                                  |                                                                                                        |
| <b>Net Assets or Fund Balances</b>                                                                                            | <b>20</b> Total assets (Part X, line 16) ..... <b>3,121,476.</b> <b>2,656,397.</b>                                                                                               |                                                                                                        |
|                                                                                                                               | <b>21</b> Total liabilities (Part X, line 26) ..... <b>199,006.</b> <b>206,383.</b>                                                                                              |                                                                                                        |
|                                                                                                                               | <b>22</b> Net assets or fund balances. Subtract line 21 from line 20 ..... <b>2,922,470.</b> <b>2,450,014.</b>                                                                   |                                                                                                        |

**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.

|                               |                                                                                     |                                                             |
|-------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------|
| <b>Sign Here</b>              | Signature of officer <i>Sojeila Maria Silva</i>                                     | Date <b>8/15/12</b>                                         |
|                               | <b>SOJEILA MARIA SILVA, CHIEF OPERATING OFFICER</b><br>Type or print name and title |                                                             |
| <b>Paid Preparer Use Only</b> | Print/Type preparer's name<br><b>DIANE M. RUBIN</b>                                 | Preparer's signature <i>Diane Rubin</i> Date <b>8/15/12</b> |
|                               | Firm's name ▶ <b>NOVOGRADAC &amp; COMPANY LLP</b>                                   | Firm's EIN ▶ <b>94-3108253</b>                              |
|                               | Firm's address ▶ <b>PO BOX 7833<br/>SAN FRANCISCO, CA 94120-7833</b>                | Phone no. <b>(415) 356-8000</b>                             |

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

**SEE SCHEDULE O FOR ORGANIZATION MISSION STATEMENT CONTINUATION**

Part III Statement of Program Service Accomplishments

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

1 Briefly describe the organization's mission: TRANSFORM WORKS TO CREATE WORLD-CLASS PUBLIC TRANSPORTATION AND WALKABLE COMMUNITIES IN THE BAY AREA AND BEYOND. WE BUILD DIVERSE COALITIONS, INFLUENCE POLICY AND DEVELOP INNOVATIVE PROGRAMS TO IMPROVE THE LIVES OF ALL PEOPLE AND PROTECT THE ENVIRONMENT.

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

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

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations and section 4947(a)(1) trusts are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code: ) (Expenses \$ 810,154. including grants of \$ ) (Revenue \$ 16,585.)

WORLD CLASS TRANSIT - REGIONAL - FOR THE BAY AREA'S SUSTAINABLE COMMUNITIES, INFLUENCED THE SETTING OF REGIONAL ENVIRONMENTAL, EQUITY, HOUSING, AND HEALTH TARGETS; POLICIES TO GUIDE WHAT PROJECTS COULD BE INCLUDED IN THE PLAN AND HOW THEY WOULD BE ANALYZED; AND THE SETTING OF A SERIES OF SCENARIOS TO CONSIDER FOR POSSIBLE INCLUSION IN THE PLAN. WORKED WITH A WIDE RANGE OF PARTNERS TO INFLUENCE ALAMEDA COUNTY'S SPENDING PLAN FOR A PROPOSED INCREASE AND EXTENSION OF THE COUNTY'S TRANSPORTATION FUNDING MEASURE. HELPED GENERATE PUBLIC SUPPORT FOR COMING UP WITH A FINANCIAL PLAN TO SAVE CALTRAIN FROM DEVASTATING CUTS IN SERVICE. SUPPORTED BUS RAPID TRANSIT (BRT) PROJECTS IN THE EAST BAY AND THE

4b (Code: ) (Expenses \$ 562,968. including grants of \$ ) (Revenue \$ 1,900.)

CLIMATE PLAN - SUPPORTED ADVOCACY BY SACRAMENTO-BASED ORGANIZATIONS ON A REGIONAL PLAN THAT WOULD ACHIEVE THE HIGHEST PER-CAPITA GREENHOUSE GAS REDUCTION TARGETS IN THE STATE AND BE THIS REGION'S FIRST PLAN ESTIMATED TO REDUCE TRAFFIC CONGESTION. BUILT THE FOUNDATION FOR SIMILAR SUCCESS IN THE SAN JOAQUIN VALLEY BY WORKING WITH LOCAL ELECTED OFFICIALS TO UNDERSTAND THE BENEFITS OF SMARTER PLANNING, BUILDING AN ACTIVE REGIONAL WORKING GROUP OF OVER 25 NON-PROFITS, AND PROVIDING TECHNICAL SUPPORT AND EDUCATION TO LOCAL ALLIES.

4c (Code: ) (Expenses \$ 509,383. including grants of \$ ) (Revenue \$ 5,671.)

SAFE ROUTES TO SCHOOLS - SERVED OVER 30,000 STUDENTS AT PUBLIC SCHOOLS IN ALAMEDA COUNTY. BROUGHT EDUCATION ASSEMBLIES ON PEDESTRIAN & HELMET SAFETY TO OVER 20,000 STUDENTS AT MORE THAN 40 SCHOOLS IN ALAMEDA COUNTY. PROVIDED BICYCLE SAFETY TRAININGS TO OVER 3,000 STUDENTS. ASSISTED CITIES IN ASSESSING TRAFFIC AND INTERSECTION SAFETY IN 10 CITIES IN ALAMEDA COUNTY. ASSISTED IN REGIONAL PLANNING AND TRAININGS FOR BAY AREA-WIDE SAFE ROUTES TO SCHOOLS PROGRAMMING.

4d Other program services (Describe in Schedule O.) (Expenses \$ 557,878. including grants of \$ ) (Revenue \$ 81,315.)

4e Total program service expenses 2,440,383.

**Part IV Checklist of Required Schedules**

|     |                                                                                                                                                                                                                                                                                                                        | Yes | No |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|
| 1   | Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)?<br><i>If "Yes," complete Schedule A</i> .....                                                                                                                                                                      | X   |    |
| 2   | Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ? .....                                                                                                                                                                                                                           | X   |    |
| 3   | Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i> .....                                                                                                                      |     | X  |
| 4   | <b>Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i> .....                                                                                                       | X   |    |
| 5   | Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? <i>If "Yes," complete Schedule C, Part III</i> .....                                                                               |     | X  |
| 6   | Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i> .....                                                    |     | X  |
| 7   | Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i> .....                                                                                            |     | X  |
| 6   | Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i> .....                                                                                                                                                         |     | X  |
| 9   | Did the organization report an amount in Part X, line 21; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i> .....                                                       |     | X  |
| 10  | Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i> .....                                                                                                      |     | X  |
| 11  | If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.                                                                                                                                                                        |     |    |
| a   | Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i> .....                                                                                                                                                                       | X   |    |
| b   | Did the organization report an amount for investments - other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i> .....                                                                                                   |     | X  |
| c   | Did the organization report an amount for investments - program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i> .....                                                                                                   |     | X  |
| d   | Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i> .....                                                                                                                      |     | X  |
| e   | Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i> .....                                                                                                                                                                                     | X   |    |
| f   | Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i> .....                                                            |     | X  |
| 12a | Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI, XII, and XIII</i> .....                                                                                                                                                   | X   |    |
| b   | Was the organization included in consolidated, independent audited financial statements for the tax year?<br><i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI, XII, and XIII is optional</i> .....                                                                 |     | X  |
| 13  | Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i> .....                                                                                                                                                                                                         |     | X  |
| 14a | Did the organization maintain an office, employees, or agents outside of the United States? .....                                                                                                                                                                                                                      |     | X  |
| b   | Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i> ..... |     | X  |
| 15  | Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or assistance to any organization or entity located outside the United States? <i>If "Yes," complete Schedule F, Parts II and IV</i> .....                                                                                     |     | X  |
| 16  | Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or assistance to individuals located outside the United States? <i>If "Yes," complete Schedule F, Parts III and IV</i> .....                                                                                         |     | X  |
| 17  | Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I</i> .....                                                                                                                |     | X  |
| 18  | Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i> .....                                                                                                                            |     | X  |
| 19  | Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i> .....                                                                                                                                                      |     | X  |
| 20a | Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i> .....                                                                                                                                                                                                               |     | X  |
| b   | <i>If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?</i> .....                                                                                                                                                                                              |     |    |

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

|                                                                                                                                                                                                                                                                                                                                  | Yes | No |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|
| <b>21</b> Did the organization report more than \$5,000 of grants and other assistance to any government or organization in the United States on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i> .....                                                                                         |     | X  |
| <b>22</b> Did the organization report more than \$5,000 of grants and other assistance to individuals in the United States on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i> .....                                                                                                           |     | X  |
| <b>23</b> Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i> .....                                                      |     | X  |
| <b>24a</b> Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25</i> .....                            |     | X  |
| <b>24b</b> Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? .....                                                                                                                                                                                                               |     |    |
| <b>24c</b> Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? .....                                                                                                                                                                      |     |    |
| <b>24d</b> Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? .....                                                                                                                                                                                                         |     |    |
| <b>25a</b> <b>Section 501(c)(3) and 501(c)(4) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i> .....                                                                                                     |     | X  |
| <b>25b</b> Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i> .....                                      |     | X  |
| <b>26</b> Was a loan to or by a current or former officer, director, trustee, key employee, highly compensated employee, or disqualified person outstanding as of the end of the organization's tax year? <i>If "Yes," complete Schedule L, Part II</i> .....                                                                    |     | X  |
| <b>27</b> Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i> ..... |     | X  |
| <b>28</b> Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):                                                                                                                          |     |    |
| <b>28a</b> A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> .....                                                                                                                                                                                                  |     | X  |
| <b>28b</b> A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> .....                                                                                                                                                                               |     | X  |
| <b>28c</b> An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i> .....                                                                                   |     | X  |
| <b>29</b> Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i> .....                                                                                                                                                                                                  |     | X  |
| <b>30</b> Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i> .....                                                                                                                                  |     | X  |
| <b>31</b> Did the organization liquidate, terminate, or dissolve and cease operations?<br><i>If "Yes," complete Schedule N, Part I</i> .....                                                                                                                                                                                     |     | X  |
| <b>32</b> Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i> .....                                                                                                                                                                      |     | X  |
| <b>33</b> Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i> .....                                                                                                                      |     | X  |
| <b>34</b> Was the organization related to any tax-exempt or taxable entity?<br><i>If "Yes," complete Schedule R, Parts II, III, IV, and V, line 1</i> .....                                                                                                                                                                      |     | X  |
| <b>35a</b> Did the organization have a controlled entity within the meaning of section 512(b)(13)? .....                                                                                                                                                                                                                         |     | X  |
| <b>35b</b> Did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i> .....                                                                                                              |     | X  |
| <b>36</b> <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i> .....                                                                                                                           |     | X  |
| <b>37</b> Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i> .....                                                                             |     | X  |
| <b>38</b> Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11 and 19?<br><b>Note.</b> All Form 990 filers are required to complete Schedule O .....                                                                                                                            | X   |    |

**Part V Statements Regarding Other IRS Filings and Tax Compliance**

Check if Schedule O contains a response to any question in this Part V

|            |                                                                                                                                                                                                                                                                              | Yes | No |
|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|
| <b>1a</b>  | Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable                                                                                                                                                                                                 |     |    |
| <b>1b</b>  | Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable                                                                                                                                                                                              |     |    |
| <b>1c</b>  | Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?                                                                                                                     | X   |    |
| <b>2a</b>  | Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return                                                                                                |     |    |
| <b>2b</b>  | If at least one is reported on line 2a, did the organization file all required federal employment tax returns?<br><i>Note.</i> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)                                           | X   |    |
| <b>3a</b>  | Did the organization have unrelated business gross income of \$1,000 or more during the year?                                                                                                                                                                                |     | X  |
| <b>3b</b>  | If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O                                                                                                                                                                             |     |    |
| <b>4a</b>  | At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?                                   |     | X  |
| <b>4b</b>  | If "Yes," enter the name of the foreign country:<br>See instructions for filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts.                                                                                                           |     |    |
| <b>5a</b>  | Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?                                                                                                                                                                        |     | X  |
| <b>5b</b>  | Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?                                                                                                                                                             |     | X  |
| <b>5c</b>  | If "Yes," to line 5a or 5b, did the organization file Form 8886-T?                                                                                                                                                                                                           |     |    |
| <b>6a</b>  | Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible?                                                                                                  |     | X  |
| <b>6b</b>  | If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?                                                                                                                                |     |    |
| <b>7</b>   | <b>Organizations that may receive deductible contributions under section 170(c).</b>                                                                                                                                                                                         |     |    |
| <b>7a</b>  | Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?                                                                                                                              |     | X  |
| <b>7b</b>  | If "Yes," did the organization notify the donor of the value of the goods or services provided?                                                                                                                                                                              |     |    |
| <b>7c</b>  | Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?                                                                                                                                         |     | X  |
| <b>7d</b>  | If "Yes," indicate the number of Forms 8282 filed during the year                                                                                                                                                                                                            |     |    |
| <b>7e</b>  | Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?                                                                                                                                                              |     | X  |
| <b>7f</b>  | Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?                                                                                                                                                                 |     | X  |
| <b>7g</b>  | If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?                                                                                                                                             |     |    |
| <b>7h</b>  | If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?                                                                                                                                           |     |    |
| <b>8</b>   | <b>Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations.</b> Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year? |     |    |
| <b>9</b>   | <b>Sponsoring organizations maintaining donor advised funds.</b>                                                                                                                                                                                                             |     |    |
| <b>9a</b>  | Did the organization make any taxable distributions under section 4966?                                                                                                                                                                                                      |     |    |
| <b>9b</b>  | Did the organization make a distribution to a donor, donor advisor, or related person?                                                                                                                                                                                       |     |    |
| <b>10</b>  | <b>Section 501(c)(7) organizations. Enter:</b>                                                                                                                                                                                                                               |     |    |
| <b>10a</b> | Initiation fees and capital contributions included on Part VIII, line 12                                                                                                                                                                                                     |     |    |
| <b>10b</b> | Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities                                                                                                                                                                                  |     |    |
| <b>11</b>  | <b>Section 501(c)(12) organizations. Enter:</b>                                                                                                                                                                                                                              |     |    |
| <b>11a</b> | Gross income from members or shareholders                                                                                                                                                                                                                                    |     |    |
| <b>11b</b> | Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.)                                                                                                                                                 |     |    |
| <b>12a</b> | <b>Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?                                                                                                                                                            |     |    |
| <b>12b</b> | If "Yes," enter the amount of tax-exempt interest received or accrued during the year                                                                                                                                                                                        |     |    |
| <b>13</b>  | <b>Section 501(c)(29) qualified nonprofit health insurance issuers.</b>                                                                                                                                                                                                      |     |    |
| <b>13a</b> | Is the organization licensed to issue qualified health plans in more than one state?<br><i>Note.</i> See the instructions for additional information the organization must report on Schedule O.                                                                             |     |    |
| <b>13b</b> | Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans                                                                                                                    |     |    |
| <b>13c</b> | Enter the amount of reserves on hand                                                                                                                                                                                                                                         |     |    |
| <b>14a</b> | Did the organization receive any payments for indoor tanning services during the tax year?                                                                                                                                                                                   |     | X  |
| <b>14b</b> | If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O                                                                                                                                                                    |     |    |

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

Check if Schedule O contains a response to any question 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 .....<br>If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O. |     |    |
|    | 1a                                                                                                                                                                                                                                                                                                             |     | 14 |
| b  | Enter the number of voting members included in line 1a, above, who are independent .....                                                                                                                                                                                                                       |     |    |
|    | 1b                                                                                                                                                                                                                                                                                                             |     | 14 |
| 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, or 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 in 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? .....                                                                   |     |    |
| 10b |                                                                                                                                                                                                                                                                                                    |     |    |
| 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 in Schedule O the process, if any, used by the organization to review this Form 990. ....                                                                                                                                                                                                 |     |    |
| 12a | Did the organization have a written conflict of interest policy? If "No," go to line 13 .....                                                                                                                                                                                                      | 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 in Schedule O how this was done .....                                                                                                                                           | X   |    |
| 12c |                                                                                                                                                                                                                                                                                                    | 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 in Schedule O (see instructions).                                                                                                                                                                                                                |     |    |
| 16a | Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? .....                                                                                                                                        |     | 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? ..... |     |    |
| 16b |                                                                                                                                                                                                                                                                                                    |     |    |

**Section C. Disclosure**

- 17 List the states with which a copy of this Form 990 is required to be filed **CA**
- 16 Section 6104 requires an organization to make its Forms 1023 (or 1024 if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.  
 Own website     Another's website     Upon request
- 19 Describe in Schedule O whether (and if so, how), the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
- 20 State the name, physical address, and telephone number of the person who possesses the books and records of the organization: **KAREN KUNZE - 510-740-3150**  
**436 14TH STREET, SUITE 600, OAKLAND, CA 94612**

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

Check if Schedule O contains a response to any question in this Part VII

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

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former** directors or trustees that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

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

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

| (A)<br>Name and Title                      | (B)<br>Average hours per week (describe hours for related organizations in Schedule O) | (C)<br>Position<br>(do not check more than one box, unless person is both an officer and a director/trustee) |                       |         |              |                              |        | (D)<br>Reportable compensation from the organization (W-2/1099-MISC) | (E)<br>Reportable compensation from related organizations (W-2/1099-MISC) | (F)<br>Estimated amount of other compensation from the organization and related organizations |
|--------------------------------------------|----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|-----------------------|---------|--------------|------------------------------|--------|----------------------------------------------------------------------|---------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
|                                            |                                                                                        | Individual trustee or director                                                                               | Institutional trustee | Officer | Key employee | Highest compensated employee | Former |                                                                      |                                                                           |                                                                                               |
| (1) CORINNE WINTER<br>CHAIRMAN             | 2.00                                                                                   | X                                                                                                            |                       | X       |              |                              |        | 0.                                                                   | 0.                                                                        | 0.                                                                                            |
| (2) BOB ALLEN<br>TREASURER                 | 1.00                                                                                   | X                                                                                                            |                       | X       |              |                              |        | 0.                                                                   | 0.                                                                        | 0.                                                                                            |
| (3) AMANDA BROWN STEVENS<br>MEMBER         | 1.00                                                                                   | X                                                                                                            |                       |         |              |                              |        | 0.                                                                   | 0.                                                                        | 0.                                                                                            |
| (4) MIKE DALEY<br>MEMBER                   | 1.00                                                                                   | X                                                                                                            |                       |         |              |                              |        | 0.                                                                   | 0.                                                                        | 0.                                                                                            |
| (5) BARNALI GHOSH<br>MEMBER                | 1.00                                                                                   | X                                                                                                            |                       |         |              |                              |        | 0.                                                                   | 0.                                                                        | 0.                                                                                            |
| (6) JENNIFER JEFFERS<br>MEMBER             | 1.00                                                                                   | X                                                                                                            |                       |         |              |                              |        | 0.                                                                   | 0.                                                                        | 0.                                                                                            |
| (7) YORIKO KISHIMOTO<br>MEMBER             | 1.00                                                                                   | X                                                                                                            |                       |         |              |                              |        | 0.                                                                   | 0.                                                                        | 0.                                                                                            |
| (8) RICHARD RAYA<br>MEMBER                 | 1.00                                                                                   | X                                                                                                            |                       |         |              |                              |        | 0.                                                                   | 0.                                                                        | 0.                                                                                            |
| (9) BRIAN RAYMOND<br>MEMBER                | 1.00                                                                                   | X                                                                                                            |                       |         |              |                              |        | 0.                                                                   | 0.                                                                        | 0.                                                                                            |
| (10) EVELYN STIVERS<br>MEMBER              | 1.00                                                                                   | X                                                                                                            |                       |         |              |                              |        | 0.                                                                   | 0.                                                                        | 0.                                                                                            |
| (11) RICK THEIS<br>MEMBER                  | 1.00                                                                                   | X                                                                                                            |                       |         |              |                              |        | 0.                                                                   | 0.                                                                        | 0.                                                                                            |
| (12) ANDY THORNLEY<br>IMMEDIATE PAST CHAIR | 1.00                                                                                   |                                                                                                              |                       | X       |              |                              |        | 0.                                                                   | 0.                                                                        | 0.                                                                                            |
| (13) STUART COHEN<br>EXECUTIVE DIRECTOR    | 37.50                                                                                  |                                                                                                              |                       | X       |              |                              |        | 106,902.                                                             | 0.                                                                        | 0.                                                                                            |
|                                            |                                                                                        |                                                                                                              |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
|                                            |                                                                                        |                                                                                                              |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
|                                            |                                                                                        |                                                                                                              |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |





**Part VIII Statement of Revenue**

|                                                                            |                                                                                                                                                    |                                                                |               | (A)<br>Total revenue | (B)<br>Related or<br>exempt function<br>revenue | (C)<br>Unrelated<br>business<br>revenue | (D)<br>Revenue<br>excluded from<br>tax under<br>sections 512,<br>513, or 514 |  |
|----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|---------------|----------------------|-------------------------------------------------|-----------------------------------------|------------------------------------------------------------------------------|--|
| <b>Contributions, Gifts, Grants<br/>and Other Similar Amounts</b>          | <b>1 a</b> Federated campaigns .....                                                                                                               | <b>1a</b>                                                      |               |                      |                                                 |                                         |                                                                              |  |
|                                                                            | <b>b</b> Membership dues .....                                                                                                                     | <b>1b</b>                                                      |               |                      |                                                 |                                         |                                                                              |  |
|                                                                            | <b>c</b> Fundraising events .....                                                                                                                  | <b>1c</b>                                                      |               |                      |                                                 |                                         |                                                                              |  |
|                                                                            | <b>d</b> Related organizations .....                                                                                                               | <b>1d</b>                                                      |               |                      |                                                 |                                         |                                                                              |  |
|                                                                            | <b>e</b> Government grants (contributions)                                                                                                         | <b>1e</b>                                                      | 802,851.      |                      |                                                 |                                         |                                                                              |  |
|                                                                            | <b>f</b> All other contributions, gifts, grants, and<br>similar amounts not included above .....                                                   | <b>1f</b>                                                      | 1712196.      |                      |                                                 |                                         |                                                                              |  |
|                                                                            | <b>g</b> Noncash contributions included in lines 1a-1f: \$                                                                                         |                                                                |               |                      |                                                 |                                         |                                                                              |  |
|                                                                            | <b>h Total.</b> Add lines 1a-1f .....                                                                                                              |                                                                |               | 2515047.             |                                                 |                                         |                                                                              |  |
| <b>Program Service<br/>Revenue</b>                                         | <b>2 a</b> FEES FOR SERVICE                                                                                                                        | Business Code                                                  | 541900        | 105,471.             | 105,471.                                        |                                         |                                                                              |  |
|                                                                            | <b>b</b> _____                                                                                                                                     |                                                                |               |                      |                                                 |                                         |                                                                              |  |
|                                                                            | <b>c</b> _____                                                                                                                                     |                                                                |               |                      |                                                 |                                         |                                                                              |  |
|                                                                            | <b>d</b> _____                                                                                                                                     |                                                                |               |                      |                                                 |                                         |                                                                              |  |
|                                                                            | <b>e</b> _____                                                                                                                                     |                                                                |               |                      |                                                 |                                         |                                                                              |  |
|                                                                            | <b>f</b> All other program service revenue .....                                                                                                   |                                                                |               |                      |                                                 |                                         |                                                                              |  |
|                                                                            | <b>g Total.</b> Add lines 2a-2f .....                                                                                                              |                                                                |               | 105,471.             |                                                 |                                         |                                                                              |  |
| <b>Other Revenue</b>                                                       | <b>3</b> Investment income (including dividends, interest, and<br>other similar amounts) .....                                                     |                                                                |               | 1,091.               |                                                 |                                         | 1,091.                                                                       |  |
|                                                                            | <b>4</b> Income from investment of tax-exempt bond proceeds .....                                                                                  |                                                                |               |                      |                                                 |                                         |                                                                              |  |
|                                                                            | <b>5</b> Royalties .....                                                                                                                           |                                                                |               |                      |                                                 |                                         |                                                                              |  |
|                                                                            | <b>6 a</b> Gross rents .....                                                                                                                       | (i) Real                                                       | (ii) Personal |                      |                                                 |                                         |                                                                              |  |
|                                                                            |                                                                                                                                                    | <b>b</b> Less: rental expenses .....                           |               |                      |                                                 |                                         |                                                                              |  |
|                                                                            |                                                                                                                                                    | <b>c</b> Rental income or (loss) .....                         |               |                      |                                                 |                                         |                                                                              |  |
|                                                                            |                                                                                                                                                    | <b>d</b> Net rental income or (loss) .....                     |               |                      |                                                 |                                         |                                                                              |  |
|                                                                            | <b>7 a</b> Gross amount from sales of<br>assets other than inventory .....                                                                         | (i) Securities                                                 | (ii) Other    |                      |                                                 |                                         |                                                                              |  |
|                                                                            |                                                                                                                                                    | <b>b</b> Less: cost or other basis<br>and sales expenses ..... |               |                      |                                                 |                                         |                                                                              |  |
|                                                                            |                                                                                                                                                    | <b>c</b> Gain or (loss) .....                                  |               |                      |                                                 |                                         |                                                                              |  |
|                                                                            |                                                                                                                                                    | <b>d</b> Net gain or (loss) .....                              |               |                      |                                                 |                                         |                                                                              |  |
|                                                                            | <b>8 a</b> Gross income from fundraising events (not<br>including \$ _____ of<br>contributions reported on line 1c). See<br>Part IV, line 18 ..... | <b>a</b>                                                       |               |                      |                                                 |                                         |                                                                              |  |
|                                                                            |                                                                                                                                                    | <b>b</b> Less: direct expenses .....                           | <b>b</b>      |                      |                                                 |                                         |                                                                              |  |
|                                                                            |                                                                                                                                                    | <b>c</b> Net income or (loss) from fundraising events .....    |               |                      |                                                 |                                         |                                                                              |  |
|                                                                            | <b>9 a</b> Gross income from gaming activities. See<br>Part IV, line 19 .....                                                                      | <b>a</b>                                                       |               |                      |                                                 |                                         |                                                                              |  |
| <b>b</b> Less: direct expenses .....                                       |                                                                                                                                                    | <b>b</b>                                                       |               |                      |                                                 |                                         |                                                                              |  |
| <b>c</b> Net income or (loss) from gaming activities .....                 |                                                                                                                                                    |                                                                |               |                      |                                                 |                                         |                                                                              |  |
| <b>10 a</b> Gross sales of inventory, less returns<br>and allowances ..... | <b>a</b>                                                                                                                                           |                                                                |               |                      |                                                 |                                         |                                                                              |  |
|                                                                            | <b>b</b> Less: cost of goods sold .....                                                                                                            | <b>b</b>                                                       |               |                      |                                                 |                                         |                                                                              |  |
|                                                                            | <b>c</b> Net income or (loss) from sales of inventory .....                                                                                        |                                                                |               |                      |                                                 |                                         |                                                                              |  |
| <b>Miscellaneous Revenue</b>                                               |                                                                                                                                                    |                                                                | Business Code |                      |                                                 |                                         |                                                                              |  |
| <b>11 a</b> _____                                                          |                                                                                                                                                    |                                                                |               |                      |                                                 |                                         |                                                                              |  |
|                                                                            | <b>b</b> _____                                                                                                                                     |                                                                |               |                      |                                                 |                                         |                                                                              |  |
|                                                                            | <b>c</b> _____                                                                                                                                     |                                                                |               |                      |                                                 |                                         |                                                                              |  |
|                                                                            | <b>d</b> All other revenue .....                                                                                                                   |                                                                |               |                      |                                                 |                                         |                                                                              |  |
|                                                                            | <b>e Total.</b> Add lines 11a-11d .....                                                                                                            |                                                                |               |                      |                                                 |                                         |                                                                              |  |
| <b>12 Total revenue.</b> See instructions .....                            |                                                                                                                                                    |                                                                |               | 2621609.             | 105,471.                                        | 0.                                      | 1,091.                                                                       |  |

**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) but are not required to complete columns (B), (C), and (D).

Check if Schedule O contains a response to any question in this Part IX

| Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.                                                                                                                        | (A)<br>Total expenses | (B)<br>Program service expenses | (C)<br>Management and general expenses | (D)<br>Fundraising expenses |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|---------------------------------|----------------------------------------|-----------------------------|
| 1 Grants and other assistance to governments and organizations in the United States. See Part IV, line 21                                                                                             |                       |                                 |                                        |                             |
| 2 Grants and other assistance to individuals in the United States. See Part IV, line 22                                                                                                               |                       |                                 |                                        |                             |
| 3 Grants and other assistance to governments, organizations, and individuals outside the United States. See Part IV, lines 15 and 16                                                                  |                       |                                 |                                        |                             |
| 4 Benefits paid to or for members                                                                                                                                                                     |                       |                                 |                                        |                             |
| 5 Compensation of current officers, directors, trustees, and key employees                                                                                                                            | 106,901.              | 83,872.                         | 14,532.                                | 8,497.                      |
| 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                                                                                                                                                                            | 1,725,685.            | 1,353,926.                      | 234,589.                               | 137,170.                    |
| 8 Pension plan accruals and contributions (include section 401(k) and section 403(b) employer contributions)                                                                                          |                       |                                 |                                        |                             |
| 9 Other employee benefits                                                                                                                                                                             | 203,578.              | 159,655.                        | 27,734.                                | 16,189.                     |
| 10 Payroll taxes                                                                                                                                                                                      | 154,154.              | 120,894.                        | 21,000.                                | 12,260.                     |
| 11 Fees for services (non-employees):                                                                                                                                                                 |                       |                                 |                                        |                             |
| a Management                                                                                                                                                                                          |                       |                                 |                                        |                             |
| b Legal                                                                                                                                                                                               | 175.                  | 140.                            | 24.                                    | 11.                         |
| c Accounting                                                                                                                                                                                          | 34,670.               | 27,660.                         | 4,849.                                 | 2,161.                      |
| d Lobbying                                                                                                                                                                                            | 24,871.               | 19,843.                         | 3,478.                                 | 1,550.                      |
| e Professional fundraising services. See Part IV, line 17                                                                                                                                             |                       |                                 |                                        |                             |
| f Investment management fees                                                                                                                                                                          |                       |                                 |                                        |                             |
| g Other                                                                                                                                                                                               | 441,891.              | 352,551.                        | 61,801.                                | 27,539.                     |
| 12 Advertising and promotion                                                                                                                                                                          | 3,080.                | 2,457.                          | 431.                                   | 192.                        |
| 13 Office expenses                                                                                                                                                                                    | 115,470.              | 90,014.                         | 7,047.                                 | 18,409.                     |
| 14 Information technology                                                                                                                                                                             |                       |                                 |                                        |                             |
| 15 Royalties                                                                                                                                                                                          |                       |                                 |                                        |                             |
| 16 Occupancy                                                                                                                                                                                          | 167,448.              | 131,269.                        | 22,837.                                | 13,342.                     |
| 17 Travel                                                                                                                                                                                             | 66,875.               | 60,999.                         | 1,317.                                 | 4,559.                      |
| 18 Payments of travel or entertainment expenses for any federal, state, or local public officials                                                                                                     |                       |                                 |                                        |                             |
| 19 Conferences, conventions, and meetings                                                                                                                                                             | 17,870.               | 16,301.                         | 351.                                   | 1,218.                      |
| 20 Interest                                                                                                                                                                                           |                       |                                 |                                        |                             |
| 21 Payments to affiliates                                                                                                                                                                             |                       |                                 |                                        |                             |
| 22 Depreciation, depletion, and amortization                                                                                                                                                          | 17,930.               | 14,643.                         | 2,014.                                 | 1,273.                      |
| 23 Insurance                                                                                                                                                                                          | 7,505.                | 3,742.                          | 3,383.                                 | 380.                        |
| 24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.) |                       |                                 |                                        |                             |
| a <b>DUES, LICENSES, SERVICE</b>                                                                                                                                                                      | 5,962.                | 2,417.                          | 2,132.                                 | 1,413.                      |
| b                                                                                                                                                                                                     |                       |                                 |                                        |                             |
| c                                                                                                                                                                                                     |                       |                                 |                                        |                             |
| d                                                                                                                                                                                                     |                       |                                 |                                        |                             |
| e All other expenses                                                                                                                                                                                  |                       |                                 |                                        |                             |
| 25 Total functional expenses. Add lines 1 through 24e                                                                                                                                                 | 3,094,065.            | 2,440,383.                      | 407,519.                               | 246,163.                    |
| 26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.                                     |                       |                                 |                                        |                             |

Check here  if following SOP 98-2 (ASC 958-720)

**Part X Balance Sheet**

|                             |                                                                                                                                           | (A)<br>Beginning of year                                                                                                                                                                                                                                                      |             | (B)<br>End of year |            |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------|------------|
| Assets                      | 1                                                                                                                                         | Cash - non-interest-bearing                                                                                                                                                                                                                                                   | 2,405.      | 1                  | 612.       |
|                             | 2                                                                                                                                         | Savings and temporary cash investments                                                                                                                                                                                                                                        | 1,122,167.  | 2                  | 1,635,756. |
|                             | 3                                                                                                                                         | Pledges and grants receivable, net                                                                                                                                                                                                                                            | 1,732,017.  | 3                  | 581,500.   |
|                             | 4                                                                                                                                         | Accounts receivable, net                                                                                                                                                                                                                                                      | 179,114.    | 4                  | 352,690.   |
|                             | 5                                                                                                                                         | Receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L                                                                                                                           |             | 5                  |            |
|                             | 6                                                                                                                                         | Receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions) |             | 6                  |            |
|                             | 7                                                                                                                                         | Notes and loans receivable, net                                                                                                                                                                                                                                               |             | 7                  |            |
|                             | 8                                                                                                                                         | Inventories for sale or use                                                                                                                                                                                                                                                   |             | 8                  |            |
|                             | 9                                                                                                                                         | Prepaid expenses and deferred charges                                                                                                                                                                                                                                         | 34,642.     | 9                  | 40,573.    |
|                             | 10a                                                                                                                                       | Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D                                                                                                                                                                                           | 10a 84,568. |                    |            |
|                             | b                                                                                                                                         | Less: accumulated depreciation                                                                                                                                                                                                                                                | 10b 61,956. | 10c                | 22,612.    |
|                             | 11                                                                                                                                        | Investments - publicly traded securities                                                                                                                                                                                                                                      |             | 11                 |            |
|                             | 12                                                                                                                                        | Investments - other securities. See Part IV, line 11                                                                                                                                                                                                                          |             | 12                 |            |
|                             | 13                                                                                                                                        | Investments - program-related. See Part IV, line 11                                                                                                                                                                                                                           |             | 13                 |            |
|                             | 14                                                                                                                                        | Intangible assets                                                                                                                                                                                                                                                             |             | 14                 |            |
|                             | 15                                                                                                                                        | Other assets. See Part IV, line 11                                                                                                                                                                                                                                            | 10,589.     | 15                 | 22,654.    |
| 16                          | <b>Total assets.</b> Add lines 1 through 15 (must equal line 34)                                                                          | 3,121,476.                                                                                                                                                                                                                                                                    | 16          | 2,656,397.         |            |
| Liabilities                 | 17                                                                                                                                        | Accounts payable and accrued expenses                                                                                                                                                                                                                                         | 156,609.    | 17                 | 141,969.   |
|                             | 18                                                                                                                                        | Grants payable                                                                                                                                                                                                                                                                |             | 18                 |            |
|                             | 19                                                                                                                                        | Deferred revenue                                                                                                                                                                                                                                                              |             | 19                 | 4,694.     |
|                             | 20                                                                                                                                        | Tax-exempt bond liabilities                                                                                                                                                                                                                                                   |             | 20                 |            |
|                             | 21                                                                                                                                        | Escrow or custodial account liability. Complete Part IV of Schedule D                                                                                                                                                                                                         |             | 21                 |            |
|                             | 22                                                                                                                                        | Payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L                                                                                                          |             | 22                 |            |
|                             | 23                                                                                                                                        | Secured mortgages and notes payable to unrelated third parties                                                                                                                                                                                                                |             | 23                 |            |
|                             | 24                                                                                                                                        | Unsecured notes and loans payable to unrelated third parties                                                                                                                                                                                                                  |             | 24                 |            |
|                             | 25                                                                                                                                        | Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D                                                                                                         | 42,397.     | 25                 | 59,720.    |
|                             | 26                                                                                                                                        | <b>Total liabilities.</b> Add lines 17 through 25                                                                                                                                                                                                                             | 199,006.    | 26                 | 206,383.   |
| Net Assets or Fund Balances | Organizations that follow SFAS 117, check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34. |                                                                                                                                                                                                                                                                               |             |                    |            |
|                             | 27                                                                                                                                        | Unrestricted net assets                                                                                                                                                                                                                                                       | 476,186.    | 27                 | 431,958.   |
|                             | 28                                                                                                                                        | Temporarily restricted net assets                                                                                                                                                                                                                                             | 2,446,284.  | 28                 | 2,018,056. |
|                             | 29                                                                                                                                        | Permanently restricted net assets                                                                                                                                                                                                                                             |             | 29                 |            |
|                             | Organizations that do not follow SFAS 117, check here <input type="checkbox"/> and complete lines 30 through 34.                          |                                                                                                                                                                                                                                                                               |             |                    |            |
|                             | 30                                                                                                                                        | Capital stock or trust principal, or current funds                                                                                                                                                                                                                            |             | 30                 |            |
|                             | 31                                                                                                                                        | Paid-in or capital surplus, or land, building, or equipment fund                                                                                                                                                                                                              |             | 31                 |            |
|                             | 32                                                                                                                                        | Retained earnings, endowment, accumulated income, or other funds                                                                                                                                                                                                              |             | 32                 |            |
| 33                          | <b>Total net assets or fund balances</b>                                                                                                  | 2,922,470.                                                                                                                                                                                                                                                                    | 33          | 2,450,014.         |            |
| 34                          | <b>Total liabilities and net assets/fund balances</b>                                                                                     | 3,121,476.                                                                                                                                                                                                                                                                    | 34          | 2,656,397.         |            |

**Part XI Reconciliation of Net Assets**

Check if Schedule O contains a response to any question in this Part XI

|   |                                                                                                                |   |            |
|---|----------------------------------------------------------------------------------------------------------------|---|------------|
| 1 | Total revenue (must equal Part VIII, column (A), line 12)                                                      | 1 | 2,621,609. |
| 2 | Total expenses (must equal Part IX, column (A), line 25)                                                       | 2 | 3,094,065. |
| 3 | Revenue less expenses. Subtract line 2 from line 1                                                             | 3 | -472,456.  |
| 4 | Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))                      | 4 | 2,922,470. |
| 5 | Other changes in net assets or fund balances (explain in Schedule O)                                           | 5 | 0.         |
| 6 | Net assets or fund balances at end of year. Combine lines 3, 4, and 5 (must equal Part X, line 33, column (B)) | 6 | 2,450,014. |

**Part XII Financial Statements and Reporting**

Check if Schedule O contains a response to any question 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 in Schedule O.
- 2a Were the organization's financial statements compiled or reviewed by an independent accountant? \_\_\_\_\_
- b Were the organization's financial statements audited by an independent accountant? \_\_\_\_\_
- c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? \_\_\_\_\_  
 If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.
- d If "Yes" to line 2a or 2b, check a box below to indicate whether the financial statements for the year were issued on a separate basis, consolidated basis, or both:  
 Separate basis  Consolidated basis  Both consolidated and separate basis
- 3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? \_\_\_\_\_
- b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits. \_\_\_\_\_

|    | Yes | No |
|----|-----|----|
| 2a |     | X  |
| 2b | X   |    |
| 2c | X   |    |
| 3a |     | X  |
| 3b |     |    |



**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) 2007   | (b) 2008   | (c) 2009   | (d) 2010   | (e) 2011   | (f) Total   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------|------------|------------|------------|-------------|
| <b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .....                                                                                                  | 1,614,231. | 3,536,698. | 2,342,687. | 4,056,916. | 2,515,047. | 14,065,579. |
| <b>2</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf .....                                                                                                     |            |            |            |            |            |             |
| <b>3</b> The value of services or facilities furnished by a governmental unit to the organization without charge .....                                                                                             |            |            |            |            |            |             |
| <b>4 Total.</b> Add lines 1 through 3 .....                                                                                                                                                                        | 1,614,231. | 3,536,698. | 2,342,687. | 4,056,916. | 2,515,047. | 14,065,579. |
| <b>5</b> 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) ..... |            |            |            |            |            | 4,668,230.  |
| <b>6 Public support.</b> Subtract line 5 from line 4.                                                                                                                                                              |            |            |            |            |            | 9,397,349.  |

**Section B. Total Support**

| Calendar year (or fiscal year beginning in) ▶                                                                                                                                                 | (a) 2007   | (b) 2008   | (c) 2009   | (d) 2010   | (e) 2011   | (f) Total                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------|------------|------------|------------|--------------------------|
| <b>7</b> Amounts from line 4 .....                                                                                                                                                            | 1,614,231. | 3,536,698. | 2,342,687. | 4,056,916. | 2,515,047. | 14,065,579.              |
| <b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources .....                                                 | 4,689.     | 5,935.     | 5,058.     | 2,133.     | 1,091.     | 18,906.                  |
| <b>9</b> Net income from unrelated business activities, whether or not the business is regularly carried on .....                                                                             |            |            |            |            |            |                          |
| <b>10</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.) .....                                                                               | 3,941.     | 41.        |            |            |            | 3,982.                   |
| <b>11 Total support.</b> Add lines 7 through 10                                                                                                                                               |            |            |            |            |            | 14,088,467.              |
| <b>12</b> Gross receipts from related activities, etc. (see instructions) .....                                                                                                               |            |            |            |            | <b>12</b>  |                          |
| <b>13 First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here ..... |            |            |            |            |            | <input type="checkbox"/> |

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

|                                                                                                                                                                                                                                                                                                                                                                                                              |           |                                     |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-------------------------------------|
| <b>14</b> Public support percentage for 2011 (line 6, column (f) divided by line 11, column (f)) .....                                                                                                                                                                                                                                                                                                       | <b>14</b> | 66.70 %                             |
| <b>15</b> Public support percentage from 2010 Schedule A, Part II, line 14 .....                                                                                                                                                                                                                                                                                                                             | <b>15</b> | 60.03 %                             |
| <b>16a 33 1/3% support test - 2011.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization .....                                                                                                                                                                            |           | <input checked="" type="checkbox"/> |
| <b>b 33 1/3% support test - 2010.</b> If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization .....                                                                                                                                                                         |           | <input type="checkbox"/>            |
| <b>17a 10% -facts-and-circumstances test - 2011.</b> If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization .....    |           | <input type="checkbox"/>            |
| <b>b 10% -facts-and-circumstances test - 2010.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ..... |           | <input type="checkbox"/>            |
| <b>18 Private foundation.</b> If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions .....                                                                                                                                                                                                                                                           |           | <input type="checkbox"/>            |

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

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

**Section A. Public Support**

| Calendar year (or fiscal year beginning in) ►                                                                                                                                     | (a) 2007 | (b) 2008 | (c) 2009 | (d) 2010 | (e) 2011 | (f) Total |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|-----------|
| <b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")                                                                       |          |          |          |          |          |           |
| <b>2</b> Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose |          |          |          |          |          |           |
| <b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513                                                                             |          |          |          |          |          |           |
| <b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf                                                                          |          |          |          |          |          |           |
| <b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge                                                                  |          |          |          |          |          |           |
| <b>6 Total.</b> Add lines 1 through 5                                                                                                                                             |          |          |          |          |          |           |
| <b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons                                                                                                |          |          |          |          |          |           |
| <b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year           |          |          |          |          |          |           |
| <b>c</b> Add lines 7a and 7b                                                                                                                                                      |          |          |          |          |          |           |
| <b>8 Public support</b> (Subtract line 7c from line 6.)                                                                                                                           |          |          |          |          |          |           |

**Section B. Total Support**

| Calendar year (or fiscal year beginning in) ►                                                                                             | (a) 2007 | (b) 2008 | (c) 2009 | (d) 2010 | (e) 2011 | (f) Total |
|-------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|-----------|
| <b>9</b> Amounts from line 6                                                                                                              |          |          |          |          |          |           |
| <b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources |          |          |          |          |          |           |
| <b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975                          |          |          |          |          |          |           |
| <b>c</b> Add lines 10a and 10b                                                                                                            |          |          |          |          |          |           |
| <b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on     |          |          |          |          |          |           |
| <b>12</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.)                                 |          |          |          |          |          |           |
| <b>13 Total support</b> (Add lines 9, 10c, 11, and 12.)                                                                                   |          |          |          |          |          |           |

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

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

|                                                                                                  |           |   |
|--------------------------------------------------------------------------------------------------|-----------|---|
| <b>15</b> Public support percentage for 2011 (line 8, column (f) divided by line 13, column (f)) | <b>15</b> | % |
| <b>16</b> Public support percentage from 2010 Schedule A, Part III, line 15                      | <b>16</b> | % |

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

|                                                                                                       |           |   |
|-------------------------------------------------------------------------------------------------------|-----------|---|
| <b>17</b> Investment income percentage for 2011 (line 10c, column (f) divided by line 13, column (f)) | <b>17</b> | % |
| <b>18</b> Investment income percentage from 2010 Schedule A, Part III, line 17                        | <b>18</b> | % |

**19a 33 1/3% support tests - 2011.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization

**b 33 1/3% support tests - 2010.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization

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

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

Department of the Treasury  
Internal Revenue Service

**Schedule of Contributors**

▶ Attach to Form 990, Form 990-EZ, or Form 990-PF.

OMB No. 1545-0047

**2011**

Name of the organization

**TRANSFORMCA**

Employer identification number

**72-1521579**

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

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

4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

527 political organization

Form 990-PF

501(c)(3) exempt private foundation

4947(a)(1) nonexempt charitable trust treated as a private foundation

501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

**Note.** Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

**General Rule**

For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II.

**Special Rules**

For a section 501(c)(3) organization filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi) and received from any one contributor, during the year, a contribution of the greater of (1) \$5,000 or (2) 2% of the amount on (i) Form 990, Part VIII, line 1h, or (ii) Form 990-EZ, line 1. Complete Parts I and II.

For a section 501(c)(7), (8), or (10) organization filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 for use *exclusively* for religious, charitable, scientific, literary, or educational purposes, or the prevention of cruelty to children or animals. Complete Parts I, II, and III.

For a section 501(c)(7), (8), or (10) organization filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions for use *exclusively* for religious, charitable, etc., purposes, but these contributions did not total to more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Do not complete any of the parts unless the **General Rule** applies to this organization because it received nonexclusively religious, charitable, etc., contributions of \$5,000 or more during the year. ..... ▶ \$ \_\_\_\_\_

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

**LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990, 990-EZ, or 990-PF. Schedule B (Form 990, 990-EZ, or 990-PF) (2011)**



Schedule B (Form 990, 990-EZ, or 990-PF) (2011)

Employer identification number

Name of organization

72-1521579

**TRANSFORMCA**

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

| (a)<br>No. | (b)<br>Name, address, and ZIP + 4 | (c)<br>Total contributions | (d)<br>Type of contribution                                                                                                                                                  |
|------------|-----------------------------------|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1          |                                   | \$ 5,000.                  | Person <input checked="" type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II if there is a noncash contribution.) |
| 2          |                                   | \$ 378,063.                | Person <input checked="" type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II if there is a noncash contribution.) |
| 3          |                                   | \$ 50,888.                 | Person <input checked="" type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II if there is a noncash contribution.) |
| 4          |                                   | \$ 59,547.                 | Person <input checked="" type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II if there is a noncash contribution.) |
| 5          |                                   | \$ 76,590.                 | Person <input checked="" type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II if there is a noncash contribution.) |
| 6          |                                   | \$ 178,459.                | Person <input checked="" type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II if there is a noncash contribution.) |

Name of organization

72-1521579

**TRANSFORMCA**

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

| (a)<br>No. | (b)<br>Name, address, and ZIP + 4 | (c)<br>Total contributions | (d)<br>Type of contribution                                                                                                                                                  |
|------------|-----------------------------------|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7          |                                   | \$ 63,998.                 | Person <input checked="" type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II if there is a noncash contribution.) |
| 8          |                                   | \$ 160,000.                | Person <input checked="" type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II if there is a noncash contribution.) |
| 9          |                                   | \$ 320,000.                | Person <input checked="" type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II if there is a noncash contribution.) |
| 10         |                                   | \$ 30,000.                 | Person <input checked="" type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II if there is a noncash contribution.) |
| 11         |                                   | \$ 85,000.                 | Person <input checked="" type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II if there is a noncash contribution.) |
| 12         |                                   | \$ 200,000.                | Person <input checked="" type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II if there is a noncash contribution.) |

Name of organization

Employer identification number

72-1521579

**TRANSFORMCA**

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

| (a)<br>No. | (b)<br>Name, address, and ZIP + 4 | (c)<br>Total contributions | (d)<br>Type of contribution                                                                                                                                                  |
|------------|-----------------------------------|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 13         |                                   | \$ 60,000.                 | Person <input checked="" type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II if there is a noncash contribution.) |
| 14         |                                   | \$ 275,000.                | Person <input checked="" type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II if there is a noncash contribution.) |
| 15         |                                   | \$ 70,000.                 | Person <input checked="" type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II if there is a noncash contribution.) |
| 16         |                                   | \$ 60,000.                 | Person <input checked="" type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II if there is a noncash contribution.) |
| 17         |                                   | \$ 50,000.                 | Person <input checked="" type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II if there is a noncash contribution.) |
|            |                                   | \$                         | Person <input type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II if there is a noncash contribution.)            |

Name of organization

Employer identification number

**TRANSFORMCA**

**72-1521579**

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

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

Name of organization

Employer identification number

72-1521579

**TRANSFORMCA**

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

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

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

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

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

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

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

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

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

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

**Political Campaign and Lobbying Activities**

OMB No. 1545-0047

**2011**

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.**  
▶ **See separate instructions.**

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

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

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

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

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

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

Name of organization **TRANSFORMCA** Employer identification number **72-1521579**

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

- 1 Provide a description of the organization's direct and indirect political campaign activities in Part IV.
- 2 Political expenditures ..... ▶ \$ \_\_\_\_\_
- 3 Volunteer hours .....

**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 or 990-EZ) 2011

LHA

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

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

| Limits on Lobbying Expenditures<br>(The term "expenditures" means amounts paid or incurred.)                                                                     |                                                    | (a) Filing organization's totals | (b) Affiliated group totals                              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|----------------------------------|----------------------------------------------------------|
| <b>1a</b> Total lobbying expenditures to influence public opinion (grass roots lobbying) .....                                                                   |                                                    | 13,820.                          |                                                          |
| <b>b</b> Total lobbying expenditures to influence a legislative body (direct lobbying) .....                                                                     |                                                    | 11,051.                          |                                                          |
| <b>c</b> Total lobbying expenditures (add lines 1a and 1b) .....                                                                                                 |                                                    | 24,871.                          |                                                          |
| <b>d</b> Other exempt purpose expenditures .....                                                                                                                 |                                                    | 3,069,194.                       |                                                          |
| <b>e</b> Total exempt purpose expenditures (add lines 1c and 1d) .....                                                                                           |                                                    | 3,094,065.                       |                                                          |
| <b>f</b> Lobbying nontaxable amount. Enter the amount from the following table in both columns.                                                                  |                                                    | 304,703.                         |                                                          |
| <b>If the amount on line 1e, column (a) or (b) is:</b>                                                                                                           | <b>The lobbying nontaxable amount is:</b>          |                                  |                                                          |
| 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.                                       |                                  |                                                          |
| <b>g</b> Grassroots nontaxable amount (enter 25% of line 1f) .....                                                                                               |                                                    | 76,176.                          |                                                          |
| <b>h</b> Subtract line 1g from line 1a. If zero or less, enter -0- .....                                                                                         |                                                    | 0.                               |                                                          |
| <b>i</b> Subtract line 1f from line 1c. If zero or less, enter -0- .....                                                                                         |                                                    | 0.                               |                                                          |
| <b>j</b> 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 instructions for lines 2a through 2f on page 4.)

| Lobbying Expenditures During 4-Year Averaging Period                |          |          |          |          |            |
|---------------------------------------------------------------------|----------|----------|----------|----------|------------|
| Calendar year<br>(or fiscal year beginning in)                      | (a) 2008 | (b) 2009 | (c) 2010 | (d) 2011 | (e) Total  |
| <b>2a</b> Lobbying nontaxable amount                                | 268,286. | 272,140. | 302,671. | 304,703. | 1,147,800. |
| <b>b</b> Lobbying ceiling amount<br>(150% of line 2a, column(e))    |          |          |          |          | 1,721,700. |
| <b>c</b> Total lobbying expenditures                                | 13,056.  | 10,451.  | 23,253.  | 24,871.  | 71,631.    |
| <b>d</b> Grassroots nontaxable amount                               | 67,072.  | 68,035.  | 75,668.  | 76,176.  | 286,951.   |
| <b>e</b> Grassroots ceiling amount<br>(150% of line 2d, column (e)) |          |          |          |          | 430,427.   |
| <b>f</b> Grassroots lobbying expenditures                           | 10,706.  | 9,845.   | 18,178.  | 13,820.  | 52,549.    |

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

| For each "Yes" response to lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity.                                                                                                              | (a) |    | (b)    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|--------|
|                                                                                                                                                                                                                                        | Yes | No | Amount |
| <b>1</b> During the year, did the filing organization attempt to influence foreign, national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of: |     |    |        |
| <b>a</b> Volunteers?                                                                                                                                                                                                                   |     |    |        |
| <b>b</b> Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?                                                                                                                                  |     |    |        |
| <b>c</b> Media advertisements?                                                                                                                                                                                                         |     |    |        |
| <b>d</b> Mailings to members, legislators, or the public?                                                                                                                                                                              |     |    |        |
| <b>e</b> Publications, or published or broadcast statements?                                                                                                                                                                           |     |    |        |
| <b>f</b> Grants to other organizations for lobbying purposes?                                                                                                                                                                          |     |    |        |
| <b>g</b> Direct contact with legislators, their staffs, government officials, or a legislative body?                                                                                                                                   |     |    |        |
| <b>h</b> Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?                                                                                                                                     |     |    |        |
| <b>i</b> Other activities?                                                                                                                                                                                                             |     |    |        |
| <b>j</b> Total. Add lines 1c through 1i                                                                                                                                                                                                |     |    |        |
| <b>2a</b> Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?                                                                                                                                |     |    |        |
| <b>b</b> If "Yes," enter the amount of any tax incurred under section 4912                                                                                                                                                             |     |    |        |
| <b>c</b> If "Yes," enter the amount of any tax incurred by organization managers under section 4912                                                                                                                                    |     |    |        |
| <b>d</b> If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?                                                                                                                                  |     |    |        |

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

|                                                                                                            | Yes | No |
|------------------------------------------------------------------------------------------------------------|-----|----|
| <b>1</b> Were substantially all (90% or more) dues received nondeductible by members?                      |     |    |
| <b>2</b> Did the organization make only in-house lobbying expenditures of \$2,000 or less?                 |     |    |
| <b>3</b> Did the organization agree to carry over lobbying and political expenditures from the prior year? |     |    |

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

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

**Part IV** Supplemental Information

Complete this part to provide the descriptions required for Part I-A, line 1; Part I-B, line 4; Part I-C, line 5; Part II-A; and Part II-B, line 1. Also, complete this part for any additional information.

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**SCHEDULE D**  
**(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Financial Statements**

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

▶ Attach to Form 990. ▶ See separate instructions.

OMB No. 1545-0047

**2011**

Open to Public Inspection

Name of the organization

**TRANSFORMCA**

Employer identification number

**72-1521579**

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

|                                                                                                                                                                                                                                                                             | (a) Donor advised funds | (b) Funds and other accounts                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|----------------------------------------------------------|
| 1 Total number at end of year .....                                                                                                                                                                                                                                         |                         |                                                          |
| 2 Aggregate contributions to (during year) .....                                                                                                                                                                                                                            |                         |                                                          |
| 3 Aggregate grants from (during year) .....                                                                                                                                                                                                                                 |                         |                                                          |
| 4 Aggregate value at end of year .....                                                                                                                                                                                                                                      |                         |                                                          |
| 5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? .....                                                            |                         | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? ..... |                         | <input type="checkbox"/> Yes <input type="checkbox"/> No |

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

- 1 Purpose(s) of conservation easements held by the organization (check all that apply).  
 Preservation of land for public use (e.g., recreation or education)     Preservation of an historically important land area  
 Protection of natural habitat     Preservation of a certified historic structure  
 Preservation of open space
- 2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.
- |                                                                                                                                                  | Held at the End of the Tax Year |
|--------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| a Total number of conservation easements .....                                                                                                   | 2a                              |
| b Total acreage restricted by conservation easements .....                                                                                       | 2b                              |
| c Number of conservation easements on a certified historic structure included in (a) .....                                                       | 2c                              |
| d Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register ..... | 2d                              |
- 3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ \_\_\_\_\_
- 4 Number of states where property subject to conservation easement is located ▶ \_\_\_\_\_
- 5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? .....
- 6 Staff and volunteer hours devoted to monitoring, inspecting, and enforcing conservation easements during the year ▶ \_\_\_\_\_
- 7 Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year ▶ \$ \_\_\_\_\_
- 8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? .....
- 9 In Part XIV, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

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

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

- 1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIV, the text of the footnote to its financial statements that describes these items.
- b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:
- (i) Revenues included in Form 990, Part VIII, line 1 .....
- (ii) Assets included in Form 990, Part X .....
- 2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items:
- a Revenues included in Form 990, Part VIII, line 1 .....
- b Assets included in Form 990, Part X .....

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

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

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

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

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

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

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

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

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

2a Did the organization include an amount on Form 990, Part X, line 21?  Yes  No

b If "Yes," explain the arrangement in Part XIV.

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

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

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

- a Board designated or quasi-endowment  \_\_\_\_\_ %
- b Permanent endowment  \_\_\_\_\_ %
- c Temporarily restricted endowment  \_\_\_\_\_ %

The percentages in lines 2a, 2b, and 2c should equal 100%.

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

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

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

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

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

**Part VI Land, Buildings, and Equipment.** 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                   |                                      |                                 |                              |                |
| 1b Buildings              |                                      |                                 |                              |                |
| 1c Leasehold improvements |                                      |                                 |                              |                |
| 1d Equipment              |                                      | 84,568.                         | 61,956.                      | 22,612.        |
| 1e Other                  |                                      |                                 |                              |                |

Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10(c).)  22,612.

**Part VII Investments - Other Securities.** See Form 990, Part X, line 12.

| (a) Description of security or category<br>(including name of security) | (b) Book value | (c) Method of valuation:<br>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)                                                                     |                |                                                              |
| (I)                                                                     |                |                                                              |
| <b>Total.</b> (Col (b) must equal Form 990, Part X, col (B) line 12.) ▶ |                |                                                              |

**Part VIII Investments - Program Related.** See Form 990, Part X, line 13.

| (a) Description of investment type                                      | (b) Book value | (c) Method of valuation:<br>Cost or end-of-year market value |
|-------------------------------------------------------------------------|----------------|--------------------------------------------------------------|
| (1)                                                                     |                |                                                              |
| (2)                                                                     |                |                                                              |
| (3)                                                                     |                |                                                              |
| (4)                                                                     |                |                                                              |
| (5)                                                                     |                |                                                              |
| (6)                                                                     |                |                                                              |
| (7)                                                                     |                |                                                              |
| (8)                                                                     |                |                                                              |
| (9)                                                                     |                |                                                              |
| (10)                                                                    |                |                                                              |
| <b>Total.</b> (Col (b) must equal Form 990, Part X, col (B) line 13.) ▶ |                |                                                              |

**Part IX Other Assets.** See Form 990, Part X, line 15.

| (a) Description                                                            | (b) Book value |
|----------------------------------------------------------------------------|----------------|
| (1)                                                                        |                |
| (2)                                                                        |                |
| (3)                                                                        |                |
| (4)                                                                        |                |
| (5)                                                                        |                |
| (6)                                                                        |                |
| (7)                                                                        |                |
| (8)                                                                        |                |
| (9)                                                                        |                |
| (10)                                                                       |                |
| <b>Total.</b> (Column (b) must equal Form 990, Part X, col (B) line 15.) ▶ |                |

**Part X Other Liabilities.** See Form 990, Part X, line 25.

| 1. (a) Description of liability                                            | (b) Book value |
|----------------------------------------------------------------------------|----------------|
| (1) Federal income taxes                                                   |                |
| (2) <b>ACCRUED RENT PAYABLE</b>                                            | <b>59,720.</b> |
| (3)                                                                        |                |
| (4)                                                                        |                |
| (5)                                                                        |                |
| (6)                                                                        |                |
| (7)                                                                        |                |
| (8)                                                                        |                |
| (9)                                                                        |                |
| (10)                                                                       |                |
| (11)                                                                       |                |
| <b>Total.</b> (Column (b) must equal Form 990, Part X, col (B) line 25.) ▶ | <b>59,720.</b> |

**2.** FIN 48 (ASC 740) Footnote. In Part XIV, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740).

**Part XI Reconciliation of Change in Net Assets from Form 990 to Audited Financial Statements**

|    |                                                                                          |    |            |
|----|------------------------------------------------------------------------------------------|----|------------|
| 1  | Total revenue (Form 990, Part VIII, column (A), line 12)                                 | 1  | 2,621,609. |
| 2  | Total expenses (Form 990, Part IX, column (A), line 25)                                  | 2  | 3,094,065. |
| 3  | Excess or (deficit) for the year. Subtract line 2 from line 1                            | 3  | -472,456.  |
| 4  | Net unrealized gains (losses) on investments                                             | 4  |            |
| 5  | Donated services and use of facilities                                                   | 5  |            |
| 6  | Investment expenses                                                                      | 6  |            |
| 7  | Prior period adjustments                                                                 | 7  |            |
| 8  | Other (Describe in Part XIV.)                                                            | 8  |            |
| 9  | Total adjustments (net). Add lines 4 through 8                                           | 9  |            |
| 10 | Excess or (deficit) for the year per audited financial statements. Combine lines 3 and 9 | 10 | -472,456.  |

**Part XII Reconciliation of Revenue per Audited Financial Statements With Revenue per Return**

|   |                                                                                 |    |            |
|---|---------------------------------------------------------------------------------|----|------------|
| 1 | Total revenue, gains, and other support per audited financial statements        | 1  | 2,621,609. |
| 2 | Amounts included on line 1 but not on Form 990, Part VIII, line 12:             |    |            |
| a | Net unrealized gains on investments                                             | 2a |            |
| b | Donated services and use of facilities                                          | 2b |            |
| c | Recoveries of prior year grants                                                 | 2c |            |
| d | Other (Describe in Part XIV.)                                                   | 2d |            |
| e | Add lines 2a through 2d                                                         | 2e | 0.         |
| 3 | Subtract line 2e from line 1                                                    | 3  | 2,621,609. |
| 4 | Amounts included on Form 990, Part VIII, line 12, but not on line 1:            |    |            |
| a | Investment expenses not included on Form 990, Part VIII, line 7b                | 4a |            |
| b | Other (Describe in Part XIV.)                                                   | 4b |            |
| c | Add lines 4a and 4b                                                             | 4c | 0.         |
| 5 | Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.) | 5  | 2,621,609. |

**Part XIII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return**

|   |                                                                                  |    |    |
|---|----------------------------------------------------------------------------------|----|----|
| 1 | Total expenses and losses per audited financial statements                       | 1  | 0. |
| 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 XIV.)                                                    | 2d |    |
| e | Add lines 2a through 2d                                                          | 2e | 0. |
| 3 | Subtract line 2e from line 1                                                     | 3  | 0. |
| 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 XIV.)                                                    | 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  | 0. |

**Part XIV Supplemental Information**

Complete this part to 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, line 8; Part XII, lines 2d and 4b; and Part XIII, lines 2d and 4b. Also complete this part to provide any additional information.

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

Department of the Treasury  
Internal Revenue Service

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

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

OMB No. 1545-0047

**2011**

Open to Public  
Inspection

Name of the organization

**TRANSFORMCA**

Employer identification number

**72-1521579**

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

**BAY AREA AND BEYOND. WE BUILD DIVERSE COALITIONS, INFLUENCE POLICY AND  
DEVELOP INNOVATIVE PROGRAMS TO IMPROVE THE LIVES OF ALL PEOPLE AND  
PROTECT THE ENVIRONMENT.**

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

**SOUTH BAY BY ENGAGING COMMUNITIES IN DISCUSSIONS OVER DESIGN AND  
PROJECT FUNDING.**

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

**FROM ACROSS CALIFORNIA TO SHARE BEST PRACTICES AND STRATEGIZE ON THE  
IMPLEMENTATION OF SUSTAINABLE COMMUNITIES STRATEGIES. KEPT THOSE  
STAKEHOLDERS CONNECTED VIA FIVE REGULAR WORKGROUPS, INCLUDING ONE  
FOCUSED ON STATE POLICY, WHICH ALLOW GROUPS TO FIND COMMON GROUND AND  
DEVELOP POLICIES THAT PROMOTE HEALTH AND EQUITY WHILE HELPING ACHIEVE  
GREENHOUSE GAS REDUCTION TARGETS.**

**FORM 990, PART VI, SECTION B, LINE 11: THE 990 IS REVIEWED BY THE  
FOLLOWING STAFF MEMEBERS: EXECUTIVE DIRECTOR, CHIEF OPERATING OFFICER &  
DIRECTOR OF FINANCE. ONCE THE ABOVE STAFF MEMBERS HAVE APPROVED THE  
DOCUMENTS IT IS GIVEN TO THE PRESIDENT AND TREASURER OF THE BOARD FOR  
REVIEW. ONCE PRESIDENT AND TREASURER OF THE BOARD REVIEW THE 990, IT IS  
GIVEN TO THE ENTIRE BOARD FOR REVIEW BEFORE FILING.**

**FORM 990, PART VI, SECTION B, LINE 12C: THE CONFLICT OF INTEREST POLICY  
WAS ADOPTED BY THE BOARD IN DECEMBER 2008. THERE WAS AN ANNUAL REVIEW BY**

Name of the organization

TRANSFORMCA

Employer identification number

72-1521579

ALL BOARD MEMBERS IN DECEMBER 2009 AND HAVE DONE SO ANNUALLY THEREAFTER.

FORM 990, PART VI, SECTION B, LINE 15A: PROCESS FOR DETERMINING EXECUTIVE DIRECTOR COMPENSATION:

1) THE DIRECTOR OF FINANCE MAINTAINS CURRENT COPIES OF THE FOLLOWING COMPENSATION STUDIES: CENTER FOR NONPROFIT MANAGEMENT COMPENSATION AND BENEFITS SURVEY AND OPPORTUNITY KNOCKS.ORG WAGE AND BENEFIT REPORT.

2) A COMPENSATION MATRIX IS DEVELOPED BY THE DIRECTOR OF FINANCE AND GIVEN TO THE PRESIDENT OF THE BOARD, WHO WORKS WITH THE BOARD TO DETERMINE THE EXECUTIVE DIRECTORS COMPENSATION.

3) PROCESS FOR DETERMINING KEY EMPLOYEE COMPENSATION: THE DIRECTOR OF FINANCE USES THE ABOVE STUDIES TO DEVELOP A SALARY MATRIX THAT THE EXECUTIVE DIRECTOR USES FOR DETERMINING KEY EMPLOYEE COMPENSATION.

FORM 990, PART VI, SECTION C, LINE 19: GOVERNING DOCUMENTS CONFLICT OF INTEREST POLICY AND FINANCIAL STATEMENTS ARE AVAILABLE TO THE PUBLIC UPON REQUEST.