

Form **990**

**Return of Organization Exempt From Income Tax**

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

**2014**  
Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

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

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

**A For the 2014 calendar year, or tax year beginning and ending**

<b>B</b> Check if applicable:	<b>C Name of organization</b>	<b>D Employer identification number</b>
<input type="checkbox"/> Address change	INDEPENDENT SECTOR	52-1081024
<input type="checkbox"/> Name change	Doing business as	
<input type="checkbox"/> Initial return	Number and street (or P.O. box if mail is not delivered to street address) Room/suite	<b>E Telephone number</b>
<input type="checkbox"/> Final return/terminated	1602 L STREET, NW 900	202-467-6100
<input type="checkbox"/> Amended return	City or town, state or province, country, and ZIP or foreign postal code	<b>G Gross receipts \$</b> 15,219,819.
<input type="checkbox"/> Application pending	WASHINGTON, DC 20036	<b>H(a) Is this a group return for subordinates?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
	<b>F Name and address of principal officer:</b> DIANA AVIV	<b>H(b) Are all subordinates included?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No
	SAME AS C ABOVE	If "No," attach a list. (see instructions)
	<b>I Tax-exempt status:</b> <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) ( ) (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527	<b>H(c) Group exemption number</b> ▶
	<b>J Website:</b> ▶ WWW.INDEPENDENTSECTOR.ORG	
	<b>K Form of organization:</b> <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶	<b>L Year of formation:</b> 1980 <b>M State of legal domicile:</b> DC

**Part I Summary**

<b>Activities &amp; Governance</b>	<p><b>1</b> Briefly describe the organization's mission or most significant activities: <u>TO ADVANCE THE COMMON GOOD BY LEADING, STRENGTHENING, (SEE SCHEDULE O)</u></p> <p><b>2</b> Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.</p> <p><b>3</b> Number of voting members of the governing body (Part VI, line 1a) <span style="float:right">3 22</span></p> <p><b>4</b> Number of independent voting members of the governing body (Part VI, line 1b) <span style="float:right">4 22</span></p> <p><b>5</b> Total number of individuals employed in calendar year 2014 (Part V, line 2a) <span style="float:right">5 53</span></p> <p><b>6</b> Total number of volunteers (estimate if necessary) <span style="float:right">6 275</span></p> <p><b>7a</b> Total unrelated business revenue from Part VIII, column (C), line 12 <span style="float:right">7a 99,567.</span></p> <p><b>7b</b> Net unrelated business taxable income from Form 990-T, line 34 <span style="float:right">7b 0.</span></p>		
<b>Revenue</b>		<b>Prior Year</b>	<b>Current Year</b>
<b>8</b> Contributions and grants (Part VIII, line 1h)		6,421,656.	7,316,436.
<b>9</b> Program service revenue (Part VIII, line 2g)		823,833.	875,235.
<b>10</b> Investment income (Part VIII, column (A), lines 3, 4, and 7d)		115,264.	229,323.
<b>11</b> Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)		97,839.	282,253.
<b>12</b> Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)		7,458,592.	8,703,247.
<b>Expenses</b>			
<b>13</b> Grants and similar amounts paid (Part IX, column (A), lines 1-3)		0.	0.
<b>14</b> Benefits paid to or for members (Part IX, column (A), line 4)		0.	0.
<b>15</b> Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)		4,549,526.	5,090,794.
<b>16a</b> Professional fundraising fees (Part IX, column (A), line 11e)		0.	0.
<b>b</b> Total fundraising expenses (Part IX, column (D), line 25) ▶ 744,789.			
<b>17</b> Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)		3,670,410.	3,683,410.
<b>18</b> Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)		8,219,936.	8,774,204.
<b>19</b> Revenue less expenses. Subtract line 18 from line 12		-761,344.	-70,957.
<b>Net Assets or Fund Balances</b>		<b>Beginning of Current Year</b>	<b>End of Year</b>
<b>20</b> Total assets (Part X, line 16)		45,447,956.	45,286,678.
<b>21</b> Total liabilities (Part X, line 26)		15,030,037.	14,962,861.
<b>22</b> Net assets or fund balances. Subtract line 21 from line 20		30,417,919.	30,323,817.

**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>	<p>Signature of officer <i>[Signature]</i> <b>PUBLIC INSPECTION COPY - RETAIN FOR YOUR RECORDS</b></p> <p>DIANA AVIV, PRESIDENT &amp; CEO</p> <p>Type or print name and title</p>	Date	5/20
<b>Paid Preparer Use Only</b>	<p>Print/Type preparer's name: WILLIAM E. TURCO, CPA</p> <p>Firm's name: MCGLADREY LLP</p> <p>Firm's address: 9737 WASHINGTONIAN BLVD., #400 GAITHERSBURG, MD 20878-7340</p>	<p>Preparer's signature: <i>[Signature]</i></p> <p>Date: MAY 11 2015</p> <p>Check if self-employed <input type="checkbox"/></p> <p>Firm's EIN: 42-0714325</p> <p>Phone no. (301) 296-3600</p>	<p>PTIN: P00369217</p>

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

Part III Statement of Program Service Accomplishments

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

1 Briefly describe the organization's mission: TO ADVANCE THE COMMON GOOD BY LEADING, STRENGTHENING, AND MOBILIZING THE NONPROFIT AND PHILANTHROPIC COMMUNITY.

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

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

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

4a (Code: ) (Expenses \$ 1,421,099. including grants of \$ ) (Revenue \$ 762,073.)

NATIONAL CONFERENCE: THE IS NATIONAL CONFERENCE PROVIDES THE PREMIER MEETING GROUND FOR LEADERS FROM THE NONPROFIT SECTOR AND PHILANTHROPIC SECTOR, BRINGING TOGETHER LEADERS FROM PUBLIC CHARITIES, FOUNDATIONS, CORPORATE GIVING PROGRAMS, AND ACADEMIA TO SHARE THEIR EXPERIENCES AND EXPERTISE TO DISCUSS AND ADDRESS CRITICAL ISSUES FACING OUR SECTOR, THE NATION AND THE WORLD. IN NOVEMBER 2014, OVER 1100 PEOPLE (INCLUDING OVER 100 ON SCHOLARSHIP) REGISTERED FOR OUR ANNUAL CONFERENCE FEATURING INTERACTIVE SESSIONS INFUSED WITH THE ARTS IN SEATTLE, WASHINGTON, ABOUT 285 PARTICIPATED IN OUR PUBLIC POLICY ACTION INSTITUTE AND NGEN PROGRAMMING (FOR NONPROFIT PROFESSIONALS UNDER 40) WHICH ARE IS' SIGNATURE PRE-CONFERENCE OFFERINGS. THE EXPERTISE AND VIBRANCY OF ALL OUR

4b (Code: ) (Expenses \$ 1,342,247. including grants of \$ ) (Revenue \$ )

PUBLIC POLICY: INDEPENDENT SECTOR (IS) PROVIDES LEADERSHIP FOR AND COLLABORATES WITH OUR MEMBERS TO COMMUNICATE TO PUBLIC OFFICIALS THE VALUE OF THE CHARITABLE COMMUNITY AND TO ADVOCATE FOR FEDERAL POLICIES AND REGULATIONS THAT ADVANCE THE ABILITY OF CHARITABLE AND PHILANTHROPIC ORGANIZATIONS TO SERVE THEIR COMMUNITIES. KEY ACHIEVEMENTS IN 2014 INCLUDED PASSAGE OF LEGISLATION BY THE HOUSE OF REPRESENTATIVES THAT WOULD MAKE PERMANENT THREE TEMPORARY CHARITABLE GIVING INCENTIVES. THE ADVOCACY EFFORT ON THAT LEGISLATION INCLUDED SCORES OF MEETINGS IN CONGRESSIONAL OFFICES, AS WELL AS PROVIDING TO LAWMAKERS AND THEIR STAFFS SECTOR-WIDE SIGN ON LETTERS SIGNED BY MORE THAN 2,600 CHARITABLE ORGANIZATIONS. IS ALSO CONTINUED TO SERVE AS A RESOURCE TO LAWMAKERS

4c (Code: ) (Expenses \$ 912,900. including grants of \$ ) (Revenue \$ )

NETWORKS AND MEMBER ENGAGEMENT: THE IS MEMBERSHIP IS A LEADERSHIP NETWORK OF APPROXIMATELY 500 ORGANIZATIONS REPRESENTING A CROSS SECTION OF THE CHARITABLE AND PHILANTHROPIC COMMUNITY INCLUDING LOCAL, REGIONAL AND NATIONAL PUBLIC CHARITIES, CORPORATE GIVING PROGRAMS, AND FOUNDATIONS, WE ENGAGE OUR MEMBERSHIP IN ALL OF OUR EFFORTS TO STRENGTHEN THE CHARITABLE COMMUNITY. THIS INCLUDES: DEVELOPING POLICY POSITIONS AND AMPLIFYING THE VOICE OF THE CHARITABLE COMMUNITY TO THE ADMINISTRATION AND LEGISLATORS, SUPPORTING ESTABLISHED AND EMERGING LEADERS, AND PROMOTING GOOD GOVERNANCE STANDARDS. MEMBERS ARE ENGAGED THROUGH COMMITTEES, TRAININGS AND EVENTS, AND AT OUR ANNUAL CONFERENCE WHERE THEY BRING THEIR THOUGHT LEADERSHIP AND ADVANCE PRACTICE EXPERTISE.

4d Other program services (Describe in Schedule O.) (Expenses \$ 1,932,629. including grants of \$ ) (Revenue \$ 23,452.)

4e Total program service expenses 5,608,875.

**Part IV Checklist of Required Schedules**

	Yes	No	
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i> .....	1	x	
2 Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ? .....	2	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> .....	3		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> .....	4	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> .....	5		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> .....	6		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> .....	7		x
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i> .....	8		x
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i> .....	9		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> .....	10	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> .....	11a	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> .....	11b		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> .....	11c		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> .....	11d		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> .....	11e	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> .....	11f	x	
12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i> .....	12a	x	
b Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i> .....	12b		x
13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i> .....	13		x
14a Did the organization maintain an office, employees, or agents outside of the United States? .....	14a		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> .....	14b		x
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i> .....	15		x
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i> .....	16		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> .....	17		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> .....	18		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> .....	19		x
20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i> .....	20a		x
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return? .....	20b		

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

	Yes	No
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II		X
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III		X
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? If "Yes," complete Schedule J	X	
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a	X	
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		X
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		X
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		X
25a <b>Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I		X
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I		X
26 Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? If "Yes," complete Schedule L, Part II		X
27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? If "Yes," complete Schedule L, Part III		X
28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):		
a A current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV		X
b A family member of a current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV		X
c An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? If "Yes," complete Schedule L, Part IV		X
29 Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M		X
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If "Yes," complete Schedule M		X
31 Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I		X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II		X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? If "Yes," complete Schedule R, Part I	X	
34 Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1		X
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?		X
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2		
36 <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2		X
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI		X
38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19?	X	
<b>Note.</b> All Form 990 filers are required to complete Schedule O	X	

Part V Statements Regarding Other IRS Filings and Tax Compliance

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

Main form area containing questions 1a through 14b with Yes/No columns and data entry boxes.

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

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

Section A. Governing Body and Management

Table with 4 columns: Question, Line Number, Yes, No. Rows include: 1a Enter the number of voting members of the governing body at the end of the tax year; 1b Enter the number of voting members included in line 1a, above, who are independent; 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?; 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?; 4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?; 5 Did the organization become aware during the year of a significant diversion of the organization's assets?; 6 Did the organization have members or stockholders?; 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?; 7b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?; 8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following: a The governing body? b Each committee with authority to act on behalf of the governing body?; 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.

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

Table with 4 columns: Question, Line Number, Yes, No. Rows include: 10a Did the organization have local chapters, branches, or affiliates?; 10b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?; 11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?; 11b Describe in Schedule O the process, if any, used by the organization to review this Form 990.; 12a Did the organization have a written conflict of interest policy? If "No," go to line 13; 12b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?; 12c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done; 13 Did the organization have a written whistleblower policy?; 14 Did the organization have a written document retention and destruction policy?; 15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?; 15a The organization's CEO, Executive Director, or top management official; 15b Other officers or key employees of the organization; 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?; 16b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?

Section C. Disclosure

- 17 List the states with which a copy of this Form 990 is required to be filed SEE SCHEDULE O
18 Section 6104 requires an organization to make its Forms 1023 (or 1024 if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply. [x] Own website [ ] Another's website [x] Upon request [ ] Other (explain in Schedule O)
19 Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
20 State the name, address, and telephone number of the person who possesses the organization's books and records: CAROLYN MOLLEN - 202-467-6100 1602 L STREET, NW, NO. 900, WASHINGTON, DC 20036

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

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

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

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

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

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

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

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) STEPHEN B. HEINTZ CHAIR	5.00	X		X				0.	0.	0.
(2) NEIL NICOLL CHAIR, DIRECTOR	5.00	X		X				0.	0.	0.
(3) RALPH B. EVERETT VICE CHAIR	5.00	X		X				0.	0.	0.
(4) STEVEN J. MCCORMICK VICE-CHAIR, DIRECTOR	5.00	X		X				0.	0.	0.
(5) KELVIN H. TAKETA SECRETARY	5.00	X		X				0.	0.	0.
(6) LORIE A. SLUTSKY TREASURER	5.00	X		X				0.	0.	0.
(7) IRENE HIRANO-INOUE DIRECTOR	2.00	X						0.	0.	0.
(8) BARBARA R. ARNWINE DIRECTOR	2.00	X						0.	0.	0.
(9) ROBERT W. BRIGGS DIRECTOR	2.00	X						0.	0.	0.
(10) KYLE CALDWELL DIRECTOR	2.00	X						0.	0.	0.
(11) SONYA CAMPION DIRECTOR	2.00	X						0.	0.	0.
(12) DANIEL J. CARDINALI DIRECTOR	2.00	X						0.	0.	0.
(13) JIM GIBBONS DIRECTOR	2.00	X						0.	0.	0.
(14) RON KAGAN DIRECTOR	2.00	X						0.	0.	0.
(15) LARRY KRAMER DIRECTOR	2.00	X						0.	0.	0.
(16) RISA LAVIZZO-MOUREY DIRECTOR	2.00	X						0.	0.	0.
(17) BERNARD J. MILANO DIRECTOR	2.00	X						0.	0.	0.

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(18) DARREN WALKER DIRECTOR	2.00	X						0.	0.	0.
(19) MARIAM C. NOLAND DIRECTOR	2.00	X						0.	0.	0.
(20) MICHAEL S. PIRAINO DIRECTOR	2.00	X						0.	0.	0.
(21) WENDY D. PURIEFOY DIRECTOR	2.00	X						0.	0.	0.
(22) PAUL SCHMITZ DIRECTOR	2.00	X						0.	0.	0.
(23) ROBERT SURO DIRECTOR	2.00	X						0.	0.	0.
(24) DEBORAH ALVAREZ-RODRIGUEZ DIRECTOR	2.00	X						0.	0.	0.
(25) JULIE FLOCH DIRECTOR	2.00	X						0.	0.	0.
(26) JEFFREY L. BRADACH DIRECTOR	2.00	X						0.	0.	0.
<b>1b Sub-total</b>								0.	0.	0.
<b>c Total from continuation sheets to Part VII, Section A</b>								1,849,016.	0.	322,979.
<b>d Total (add lines 1b and 1c)</b>								1,849,016.	0.	322,979.

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **14**

	Yes	No
3 Did the organization list any <b>former</b> officer, director, or trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual		X
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? If "Yes," complete Schedule J for such individual	X	
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? If "Yes," complete Schedule J for such person		X

**Section B. Independent Contractors**

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
DELOITTE CONSULTING LLP P.O. BOX 844717, DALLAS, TX 75284-4717	STRATEGIC VISIONING CONSULTANTS	500,000.
OFFICE IT SOLUTIONS, 3509 CONNECTICUT AVE NW #705, WASHINGTON, DC 20008	TECHNOLOGY SERVICES	435,219.
SHERATON SEATTLE 1400 SIXTH STREET, SEATTLE, WA 98101	MEETING SERVICES	238,184.
WASHINGTON COUNCIL E & Y, 1001 PENNSYLVANIA AVE, NW #601, WASHINGTON, DC	LEGAL CONSULTING	192,500.
ELLIOT BAY PRODUCTIONS LLC 3708 SW AUSTIN STREET, SEATTLE, WA 98126	MEETING PRODUCTION	138,953.

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **8**





**Part VIII Statement of Revenue**

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

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514	
Contributions, Gifts, Grants and Other Similar Amounts	1 a Federated campaigns	1a					
	b Membership dues	1b	2,572,003.				
	c Fundraising events	1c					
	d Related organizations	1d					
	e Government grants (contributions)	1e					
	f All other contributions, gifts, grants, and similar amounts not included above	1f	4,744,433.				
	g Noncash contributions included in lines 1a-1f: \$						
	h Total. Add lines 1a-1f		7,316,436.				
	Program Service Revenue	2 a CONFERENCE FEES	Business Code 900004	851,783.	762,073.		89,710.
b PUBLICATION SALES		900099	23,452.	23,452.			
c							
d							
e							
f All other program service revenue							
g Total. Add lines 2a-2f			875,235.				
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)		118,626.			118,626.	
	4 Income from investment of tax-exempt bond proceeds						
	5 Royalties		3,880.		3,880.		
	6 a Gross rents	(i) Real	1,526,439.				
		(ii) Personal					
		b Less: rental expenses	1,416,791.				
		c Rental income or (loss)	109,648.				
	d Net rental income or (loss)		109,648.		50,098.	59,550.	
	7 a Gross amount from sales of assets other than inventory	(i) Securities	5,210,478.				
		(ii) Other					
		b Less: cost or other basis and sales expenses	5,099,781.				
		c Gain or (loss)	110,697.				
	d Net gain or (loss)		110,697.			110,697.	
	8 a Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18	a					
	b Less: direct expenses	b					
c Net income or (loss) from fundraising events							
9 a Gross income from gaming activities. See Part IV, line 19	a						
b Less: direct expenses	b						
c Net income or (loss) from gaming activities							
10 a Gross sales of inventory, less returns and allowances	a						
b Less: cost of goods sold	b						
c Net income or (loss) from sales of inventory							
Miscellaneous Revenue		Business Code					
11 a SUBLEASE INCOME	900099	123,136.			123,136.		
b PARKING SERVICES	812930	45,589.		45,589.			
c							
d All other revenue							
e Total. Add lines 11a-11d		168,725.					
12 Total revenue. See instructions.		8,703,247.	785,525.	99,567.	501,719.		

**Part IX Statement of Functional Expenses**

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

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

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	1,240,276.	666,787.	455,599.	117,890.
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	3,202,609.	1,721,761.	1,176,435.	304,413.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	50,520.	27,160.	18,558.	4,802.
9 Other employee benefits	309,411.	166,343.	113,657.	29,411.
10 Payroll taxes	287,978.	154,820.	105,785.	27,373.
11 Fees for services (non-employees):				
a Management				
b Legal	11,586.		11,586.	
c Accounting	32,500.		32,500.	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch O.)	1,620,894.	458,828.	1,139,867.	22,199.
12 Advertising and promotion	8,651.	8,651.		
13 Office expenses	301,617.	133,584.	165,587.	2,446.
14 Information technology	62,388.	31,194.	31,194.	
15 Royalties				
16 Occupancy	989,330.	621,464.	278,722.	89,144.
17 Travel	148,470.	137,666.	10,355.	449.
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	399,078.	365,854.	31,842.	1,382.
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	108,896.		108,896.	
23 Insurance				
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 ALLOCATED OVERHEAD	0.	1,114,763.	-1,260,043.	145,280.
b				
c				
d				
e All other expenses				
<b>25 Total functional expenses.</b> Add lines 1 through 24e	8,774,204.	5,608,875.	2,420,540.	744,789.
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.				

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

**Part X Balance Sheet**

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

		(A) Beginning of year		(B) End of year	
Assets	1	Cash - non-interest-bearing	1,577,487.	1	1,238,167.
	2	Savings and temporary cash investments	3,073,186.	2	1,927,308.
	3	Pledges and grants receivable, net	1,370,016.	3	1,379,365.
	4	Accounts receivable, net	61,999.	4	40,526.
	5	Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L		5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instr). Complete Part II of Sch L		6	
	7	Notes and loans receivable, net		7	
	8	Inventories for sale or use		8	
	9	Prepaid expenses and deferred charges	45,652.	9	164,452.
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 36,743,949.		
	b	Less: accumulated depreciation	10b 6,969,562.	10c	29,774,387.
	11	Investments - publicly traded securities	7,196,927.	11	9,365,251.
	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	1,633,830.	15	1,397,222.
16	<b>Total assets.</b> Add lines 1 through 15 (must equal line 34)	45,447,956.	16	45,286,678.	
Liabilities	17	Accounts payable and accrued expenses	756,889.	17	1,127,044.
	18	Grants payable		18	
	19	Deferred revenue	1,640.	19	88,920.
	20	Tax-exempt bond liabilities	11,435,312.	20	11,104,490.
	21	Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22	Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L		22	
	23	Secured mortgages and notes payable to unrelated third parties		23	
	24	Unsecured notes and loans payable to unrelated third parties	2,387,500.	24	2,125,000.
	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	448,696.	25	517,407.
	26	<b>Total liabilities.</b> Add lines 17 through 25	15,030,037.	26	14,962,861.
Net Assets or Fund Balances	Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.				
	27	Unrestricted net assets	27,489,189.	27	27,937,328.
	28	Temporarily restricted net assets	2,928,730.	28	2,386,489.
	29	Permanently restricted net assets		29	
	Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34.				
	30	Capital stock or trust principal, or current funds		30	
	31	Paid-in or capital surplus, or land, building, or equipment fund		31	
	32	Retained earnings, endowment, accumulated income, or other funds		32	
33	<b>Total net assets or fund balances</b>	30,417,919.	33	30,323,817.	
34	<b>Total liabilities and net assets/fund balances</b>	45,447,956.	34	45,286,678.	

**Part XI Reconciliation of Net Assets**

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

1	Total revenue (must equal Part VIII, column (A), line 12)	1	8,703,247.
2	Total expenses (must equal Part IX, column (A), line 25)	2	8,774,204.
3	Revenue less expenses. Subtract line 2 from line 1	3	-70,957.
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	30,417,919.
5	Net unrealized gains (losses) on investments	5	-23,145.
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	0.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	30,323,817.

**Part XII Financial Statements and Reporting**

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

		Yes	No
1	Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.		
2a	Were the organization's financial statements compiled or reviewed by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		x
2b	Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	x	
2c	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.	x	
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?		x
3b	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		

Form 990 (2014)



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

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

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ►	(a) 2010	(b) 2011	(c) 2012	(d) 2013	(e) 2014	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .....	7,867,471.	9,946,525.	13,098,977.	6,535,206.	7,482,486.	44,930,665.
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf .....						
3 The value of services or facilities furnished by a governmental unit to the organization without charge .....						
4 <b>Total.</b> Add lines 1 through 3 .....	7,867,471.	9,946,525.	13,098,977.	6,535,206.	7,482,486.	44,930,665.
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) .....						9,147,318.
6 <b>Public support.</b> Subtract line 5 from line 4.						35,783,347.

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ►	(a) 2010	(b) 2011	(c) 2012	(d) 2013	(e) 2014	(f) Total
7 Amounts from line 4 .....	7,867,471.	9,946,525.	13,098,977.	6,535,206.	7,482,486.	44,930,665.
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources .....	463,840.	689,251.	720,583.	964,742.	1,070,771.	3,909,187.
9 Net income from unrelated business activities, whether or not the business is regularly carried on .....						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) .....	120,000.					120,000.
11 <b>Total support.</b> Add lines 7 through 10 .....						48,959,852.
12 Gross receipts from related activities, etc. (see instructions) .....					12	3,243,188.
13 <b>First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here .....						<input type="checkbox"/>

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

14 Public support percentage for 2014 (line 6, column (f) divided by line 11, column (f)) .....	14	73.09 %
15 Public support percentage from 2013 Schedule A, Part II, line 14 .....	15	70.29 %
16a <b>33 1/3% support test - 2014.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization .....		<input checked="" type="checkbox"/>
b <b>33 1/3% support test - 2013.</b> If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization .....		<input type="checkbox"/>
17a <b>10% -facts-and-circumstances test - 2014.</b> If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization .....		<input type="checkbox"/>
b <b>10% -facts-and-circumstances test - 2013.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization .....		<input type="checkbox"/>
18 <b>Private foundation.</b> If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions .....		<input type="checkbox"/>

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

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

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2010	(b) 2011	(c) 2012	(d) 2013	(e) 2014	(f) Total
<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) 2010	(b) 2011	(c) 2012	(d) 2013	(e) 2014	(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 VI.) .....						
<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 2014 (line 8, column (f) divided by line 13, column (f)) .....	<b>15</b>	%
<b>16</b> Public support percentage from 2013 Schedule A, Part III, line 15 .....	<b>16</b>	%

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

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

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

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

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



**Part IV Supporting Organizations**

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

**Section A. All Supporting Organizations**

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? If "No" describe in <b>Part VI</b> how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? If "Yes," explain in <b>Part VI</b> how the organization determined that the supported organization was described in section 509(a)(1) or (2).		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer (b) and (c) below.		
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? If "Yes," describe in <b>Part VI</b> when and how the organization made the determination.		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? If "Yes," explain in <b>Part VI</b> what controls the organization put in place to ensure such use.		
4a Was any supported organization not organized in the United States ("foreign supported organization")? If "Yes" and if you checked 11a or 11b in Part I, answer (b) and (c) below.		
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? If "Yes," describe in <b>Part VI</b> how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.		
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? If "Yes," explain in <b>Part VI</b> what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.		
5a Did the organization add, substitute, or remove any supported organizations during the tax year? If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in <b>Part VI</b> , including (i) the names and EIN numbers of the supported organizations added, substituted, or removed, (ii) the reasons for each such action, (iii) the authority under the organization's organizing document authorizing such action, and (iv) how the action was accomplished (such as by amendment to the organizing document).		
b <b>Type I or Type II only.</b> Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c <b>Substitutions only.</b> Was the substitution the result of an event beyond the organization's control?		
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (a) its supported organizations; (b) individuals that are part of the charitable class benefited by one or more of its supported organizations; or (c) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? If "Yes," provide detail in <b>Part VI</b> .		
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in IRC 4958(c)(3)(C)), a family member of a substantial contributor, or a 35-percent controlled entity with regard to a substantial contributor? If "Yes," complete Part I of Schedule L (Form 990).		
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? If "Yes," complete Part I of Schedule L (Form 990).		
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? If "Yes," provide detail in <b>Part VI</b> .		
b Did one or more disqualified persons (as defined in line 9(a)) hold a controlling interest in any entity in which the supporting organization had an interest? If "Yes," provide detail in <b>Part VI</b> .		
c Did a disqualified person (as defined in line 9(a)) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? If "Yes," provide detail in <b>Part VI</b> .		
10a Was the organization subject to the excess business holdings rules of IRC 4943 because of IRC 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? If "Yes," answer (b) below.		
b Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)		

**Part IV** Supporting Organizations (continued)

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

**Section B. Type I Supporting Organizations**

	Yes	No
<b>1</b> Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.		
<b>2</b> Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.		

**Section C. Type II Supporting Organizations**

	Yes	No
<b>1</b> Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).		

**Section D. Type III Supporting Organizations**

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

**Section E. Type III Functionally-Integrated Supporting Organizations**

<b>1</b> Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions):		
<b>a</b> <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.		
<b>b</b> <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.		
<b>c</b> <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions).		
<b>2</b> Activities Test. Answer (a) and (b) below.		
<b>a</b> Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.	Yes	No
<b>b</b> Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.		
<b>3</b> Parent of Supported Organizations. Answer (a) and (b) below.		
<b>a</b> Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? Provide details in Part VI.		
<b>b</b> Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.		

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

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

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	<b>Adjusted Net Income</b> (subtract lines 5, 6 and 7 from line 4)	8	

Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	<b>Total</b> (add lines 1a, 1b, and 1c)	1d	
e	<b>Discount</b> claimed for blockage or other factors (explain in detail in Part VI):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d	3	
4	Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by .035	6	
7	Recoveries of prior-year distributions	7	
8	<b>Minimum Asset Amount</b> (add line 7 to line 6)	8	

Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1	
2	Enter 85% of line 1	2	
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3	
4	Enter greater of line 2 or line 3	4	
5	Income tax imposed in prior year	5	
6	<b>Distributable Amount.</b> Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)	6	

7  Check here if the current year is the organization's first as a non-functionally-integrated Type III supporting organization (see instructions).

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

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

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



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

**Political Campaign and Lobbying Activities**

OMB No. 1545-0047

**2014**

Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

For Organizations Exempt From Income Tax Under section 501(c) and section 527

- ▶ **Complete if the organization is described below. ▶ Attach to Form 990 or Form 990-EZ.**
- ▶ **Information about Schedule C (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).**

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

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

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

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

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

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

Name of organization INDEPENDENT SECTOR Employer identification number 52-1081024

**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) 2014

LHA  
432041  
10-21-14

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

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

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)		(a) Filing organization's totals	(b) Affiliated group totals												
<b>1a</b>	Total lobbying expenditures to influence public opinion (grass roots lobbying)														
<b>b</b>	Total lobbying expenditures to influence a legislative body (direct lobbying)	7,260.													
<b>c</b>	Total lobbying expenditures (add lines 1a and 1b)	7,260.													
<b>d</b>	Other exempt purpose expenditures	8,222,825.													
<b>e</b>	Total exempt purpose expenditures (add lines 1c and 1d)	8,230,085.													
<b>f</b>	Lobbying nontaxable amount. Enter the amount from the following table in both columns.	561,504.													
<table border="1"> <thead> <tr> <th>If the amount on line 1e, column (a) or (b) is:</th> <th>The lobbying nontaxable amount is:</th> </tr> </thead> <tbody> <tr> <td>Not over \$500,000</td> <td>20% of the amount on line 1e.</td> </tr> <tr> <td>Over \$500,000 but not over \$1,000,000</td> <td>\$100,000 plus 15% of the excess over \$500,000.</td> </tr> <tr> <td>Over \$1,000,000 but not over \$1,500,000</td> <td>\$175,000 plus 10% of the excess over \$1,000,000.</td> </tr> <tr> <td>Over \$1,500,000 but not over \$17,000,000</td> <td>\$225,000 plus 5% of the excess over \$1,500,000.</td> </tr> <tr> <td>Over \$17,000,000</td> <td>\$1,000,000.</td> </tr> </tbody> </table>		If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:	Not over \$500,000	20% of the amount on line 1e.	Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000.	Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000.	Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000.	Over \$17,000,000	\$1,000,000.		
If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:														
Not over \$500,000	20% of the amount on line 1e.														
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000.														
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000.														
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000.														
Over \$17,000,000	\$1,000,000.														
<b>g</b>	Grassroots nontaxable amount (enter 25% of line 1f)	140,376.													
<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 separate instructions for lines 2a through 2f.)

**Lobbying Expenditures During 4-Year Averaging Period**

Calendar year (or fiscal year beginning in)	(a) 2011	(b) 2012	(c) 2013	(d) 2014	(e) Total
<b>2a</b> Lobbying nontaxable amount	631,876.	538,349.	568,668.	561,504.	2,300,397.
<b>b</b> Lobbying ceiling amount (150% of line 2a, column(e))					3,450,596.
<b>c</b> Total lobbying expenditures	51,251.	12,695.	7,966.	7,260.	79,172.
<b>d</b> Grassroots nontaxable amount	157,969.	134,587.	142,167.	140,376.	575,099.
<b>e</b> Grassroots ceiling amount (150% of line 2d, column (e))					862,649.
<b>f</b> Grassroots lobbying expenditures	7,688.	1,311.			8,999.

**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>1</b>	
<b>2</b> Did the organization make only in-house lobbying expenditures of \$2,000 or less?	<b>2</b>	
<b>3</b> Did the organization agree to carry over lobbying and political expenditures from the prior year?	<b>3</b>	

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

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

**Part IV Supplemental Information**

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

---



---



---



---



---



**SCHEDULE D**  
(Form 990)

Department of the Treasury  
Internal Revenue Service

**Supplemental Financial Statements**

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

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

OMB No. 1545-0047

**2014**

Open to Public Inspection

Name of the organization

INDEPENDENT SECTOR

Employer identification number

52-1081024

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

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

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

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

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

Protection of natural habitat     Preservation of a certified historic structure

Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

	Held at the End of the Tax Year
a Total number of conservation easements .....	2a
b Total acreage restricted by conservation easements .....	2b
c Number of conservation easements on a certified historic structure included in (a) .....	2c
d Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register .....	2d

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

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

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

Yes  No

6 Staff and volunteer hours devoted to monitoring, inspecting, 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)? .....

Yes  No

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

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

Complete if the organization answered "Yes" 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 XIII, the text of the footnote to its financial statements that describes these items.
- b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:
- (i) Revenue included 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 Revenue included in Form 990, Part VIII, line 1 .....
- ▶ \$ \_\_\_\_\_
- b Assets included in Form 990, Part X .....
- ▶ \$ \_\_\_\_\_

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

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

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

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

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

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

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

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

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

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

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

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

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance	2,500,000.	5,000,000.	5,000,000.	5,000,000.	5,000,000.
b Contributions	2,000,000.				
c Net investment earnings, gains, and losses	168,829.				
d Grants or scholarships					
e Other expenditures for facilities and programs	147,392.	2,500,000.			
f Administrative expenses					
g End of year balance	4,521,437.	2,500,000.	5,000,000.	5,000,000.	5,000,000.

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

- a Board designated or quasi-endowment  100.00 %
- b Permanent endowment  %
- c Temporarily restricted endowment  %

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

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

	Yes	No
(i) unrelated organizations		x
(ii) related organizations		x

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

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

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

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

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land		5,391,820.		5,391,820.
b Buildings		26,728,691.	4,621,836.	22,106,855.
c Leasehold improvements		2,552,213.	877,362.	1,674,851.
d Equipment		2,071,225.	1,470,364.	600,861.
e Other				
<b>Total.</b> Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				29,774,387.

**Part VII Investments - Other Securities.**

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

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

**Part VIII Investments - Program Related.**

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

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

**Part IX Other Assets.**

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

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

**Part X Other Liabilities.**

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

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) DEFERRED COMPENSATION PLAN	275,234.
(3) DEPOSITS HELD IN ESCROW	176,830.
(4) DEFERRED RENT	65,343.
(5)	
(6)	
(7)	
(8)	
(9)	
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 25.)	517,407.

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

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

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

<b>1</b>	Total revenue, gains, and other support per audited financial statements	<b>1</b>	10,217,354.
<b>2</b>	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
<b>a</b>	Net unrealized gains (losses) on investments	<b>2a</b>	-23,145.
<b>b</b>	Donated services and use of facilities	<b>2b</b>	166,050.
<b>c</b>	Recoveries of prior year grants	<b>2c</b>	
<b>d</b>	Other (Describe in Part XIII.)	<b>2d</b>	
<b>e</b>	Add lines 2a through 2d	<b>2e</b>	142,905.
<b>3</b>	Subtract line 2e from line 1	<b>3</b>	10,074,449.
<b>4</b>	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b	<b>4a</b>	
<b>b</b>	Other (Describe in Part XIII.)	<b>4b</b>	-1,371,202.
<b>c</b>	Add lines 4a and 4b	<b>4c</b>	-1,371,202.
<b>5</b>	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)	<b>5</b>	8,703,247.

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

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

<b>1</b>	Total expenses and losses per audited financial statements	<b>1</b>	10,311,456.
<b>2</b>	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
<b>a</b>	Donated services and use of facilities	<b>2a</b>	166,050.
<b>b</b>	Prior year adjustments	<b>2b</b>	
<b>c</b>	Other losses	<b>2c</b>	
<b>d</b>	Other (Describe in Part XIII.)	<b>2d</b>	1,371,202.
<b>e</b>	Add lines 2a through 2d	<b>2e</b>	1,537,252.
<b>3</b>	Subtract line 2e from line 1	<b>3</b>	8,774,204.
<b>4</b>	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b	<b>4a</b>	
<b>b</b>	Other (Describe in Part XIII.)	<b>4b</b>	
<b>c</b>	Add lines 4a and 4b	<b>4c</b>	0.
<b>5</b>	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)	<b>5</b>	8,774,204.

**Part XIII Supplemental Information.**

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

PART V, LINE 4:

THE UNRESTRICTED NET ASSETS OF INDEPENDENT SECTOR ARE REPORTED AS

UNDESIGNATED AND BOARD DESIGNATED NET ASSETS, UNRESTRICTED NET ASSETS

REPRESENT THE PORTION OF EXPENDABLE FUNDS THAT IS AVAILABLE TO SUPPORT THE

OPERATIONS OF INDEPENDENT SECTOR, WHILE BOARD DESIGNATED NET ASSETS

REPRESENT A PORTION OF UNRESTRICTED NET ASSETS FOR DESIGNATED PURPOSES AND

CONSISTS OF A SHORT TERM BUILDING OPERATING FUND AND A LONG TERM RESERVE

FUND WHICH WAS CREATED TO ESTABLISH A CORPUS FOR WHICH INVESTMENT INCOME

WILL BE USED FOR GENERAL OPERATIONS. AS OF DECEMBER 31, 2014, BOARD

DESIGNATED NET ASSETS INCLUDED \$500,000 IN THE SHORT TERM BUILDING

OPERATING FUND AND \$4,021,437 IN THE LONG TERM RESERVE FUND.

**Part XIII** Supplemental Information (continued)

PART X, LINE 2:

UNDER SECTION 501(C)(3) OF THE INTERNAL REVENUE CODE, INDEPENDENT SECTOR IS EXEMPT FROM THE PAYMENT OF INCOME TAXES ON INCOME OTHER THAN UNRELATED BUSINESS INCOME, FOR THE YEAR ENDED DECEMBER 31, 2014, NO PROVISION FOR INCOME TAXES WAS REQUIRED, AS INDEPENDENT SECTOR HAD NO UNRELATED BUSINESS TAX LIABILITY.

LLC IS A SINGLE MEMBER LIMITED LIABILITY COMPANY THAT HAS ELECTED TO BE TREATED AS A DISREGARDED ENTITY. AS SUCH, LLC IS NOT SUBJECT TO FEDERAL INCOME TAX, BUT RATHER, ITS INCOME OR LOSS INURES TO INDEPENDENT SECTOR. LLC IS SUBJECT TO THE DISTRICT OF COLUMBIA BUSINESS FRANCHISE TAX. THERE WAS NO TAX PROVISION NECESSARY TO BE ACCRUED AS OF DECEMBER 31, 2014.

THE ACCOUNTING STANDARD ON ACCOUNTING FOR UNCERTAINTY IN INCOME TAXES (FASB ASC TOPIC 740-10) ADDRESSES THE DETERMINATION OF WHETHER TAX BENEFITS CLAIMED OR EXPECTED TO BE CLAIMED ON A TAX RETURN SHOULD BE RECORDED IN THE CONSOLIDATED FINANCIAL STATEMENTS. UNDER THIS GUIDANCE, THE ORGANIZATION MAY RECOGNIZE THE TAX BENEFIT FROM AN UNCERTAIN TAX POSITION ONLY IF IT IS MORE LIKELY THAN NOT THAT THE TAX POSITION WILL BE SUSTAINED ON EXAMINATION BY TAXING AUTHORITIES, BASED ON THE TECHNICAL MERITS OF THE POSITION. THE TAX BENEFITS RECOGNIZED IN THE CONSOLIDATED FINANCIAL STATEMENTS FROM SUCH A POSITION ARE MEASURED BASED ON THE LARGEST BENEFIT THAT HAS A GREATER THAN 50% LIKELIHOOD OF BEING REALIZED UPON ULTIMATE SETTLEMENT. THE GUIDANCE ON ACCOUNTING FOR UNCERTAINTY IN INCOME TAXES ALSO ADDRESSES DE-RECOGNITION, CLASSIFICATION, INTEREST AND PENALTIES ON INCOME TAXES, AND ACCOUNTING IN INTERIM PERIODS. MANAGEMENT EVALUATED THE ORGANIZATION'S TAX POSITIONS AND CONCLUDED THAT THE ORGANIZATION HAS TAKEN NO UNCERTAIN TAX POSITIONS THAT REQUIRE ADJUSTMENT

**Part XIII** Supplemental Information (continued)

TO THE CONSOLIDATED FINANCIAL STATEMENTS TO COMPLY WITH THE PROVISIONS OF  
THIS GUIDANCE. GENERALLY, THE ORGANIZATION IS NO LONGER SUBJECT TO INCOME  
TAX EXAMINATIONS BY THE U.S. FEDERAL, STATE, OR LOCAL TAX AUTHORITIES FOR  
YEARS BEFORE 2011.

PART XI, LINE 4B - OTHER ADJUSTMENTS:

RENTAL EXPENSES REPORTED ON LINE 6B -1,416,791.

PARKING SERVICE REVENUE REPORTED ON LINE 11 45,589.

TOTAL TO SCHEDULE D, PART XI, LINE 4B -1,371,202.

PART XII, LINE 2D - OTHER ADJUSTMENTS:

RENTAL EXPENSES REPORTED ON LINE 6B 1,416,791.

PARKING SERVICE REVENUE REPORTED ON LINE 11 -45,589.

TOTAL TO SCHEDULE D, PART XII, LINE 2D 1,371,202.

**SCHEDULE J  
(Form 990)**

**Compensation Information**

OMB No. 1545-0047

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

**2014**

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.

▶ Attach to Form 990.

Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

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

Name of the organization

Employer identification number

INDEPENDENT SECTOR

52-1081024

**Part I Questions Regarding Compensation**

	Yes	No
<p><b>1a</b> Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.</p> <p> <input type="checkbox"/> First-class or charter travel                      <input type="checkbox"/> Housing allowance or residence for personal use  <input type="checkbox"/> Travel for companions                                      <input type="checkbox"/> Payments for business use of personal residence  <input type="checkbox"/> Tax indemnification and gross-up payments              <input type="checkbox"/> Health or social club dues or initiation fees  <input type="checkbox"/> Discretionary spending account                              <input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef)                 </p>		
<p><b>b</b> If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain .....</p>	<b>1b</b>	
<p><b>2</b> Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked in line 1a? .....</p>	<b>2</b>	
<p><b>3</b> Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.</p> <p> <input checked="" type="checkbox"/> Compensation committee                                      <input type="checkbox"/> Written employment contract  <input checked="" type="checkbox"/> Independent compensation consultant                      <input checked="" type="checkbox"/> Compensation survey or study  <input checked="" type="checkbox"/> Form 990 of other organizations                              <input checked="" type="checkbox"/> Approval by the board or compensation committee                 </p>		
<p><b>4</b> During the year, did any person listed in Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:</p>		
<p><b>a</b> Receive a severance payment or change-of-control payment? .....</p>	<b>4a</b>	X
<p><b>b</b> Participate in, or receive payment from, a supplemental nonqualified retirement plan? .....</p>	<b>4b</b>	X
<p><b>c</b> Participate in, or receive payment from, an equity-based compensation arrangement? .....</p> <p>If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.</p>	<b>4c</b>	X
<p><b>Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.</b></p>		
<p><b>5</b> For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:</p>		
<p><b>a</b> The organization? .....</p>	<b>5a</b>	X
<p><b>b</b> Any related organization? .....</p> <p>If "Yes" to line 5a or 5b, describe in Part III.</p>	<b>5b</b>	X
<p><b>6</b> For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:</p>		
<p><b>a</b> The organization? .....</p>	<b>6a</b>	X
<p><b>b</b> Any related organization? .....</p> <p>If "Yes" to line 6a or 6b, describe in Part III.</p>	<b>6b</b>	X
<p><b>7</b> For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III .....</p>	<b>7</b>	X
<p><b>8</b> Were any amounts reported in Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III .....</p>	<b>8</b>	X
<p><b>9</b> If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)? .....</p>	<b>9</b>	

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

Schedule J (Form 990) 2014





**Part III Supplemental Information**

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

PART I, LINE 4B:

DIANA AVIV, PRESIDENT & CEO, PARTICIPATED IN RETENTION AND SABBATICAL PLANS

IN THE AMOUNTS OF \$90,000 AND \$29,500, RESPECTIVELY.



**Part III Private Business Use (Continued)**

	A		B		C		D	
	Yes	No	Yes	No	Yes	No	Yes	No
<b>3a</b> Are there any management or service contracts that may result in private business use of bond-financed property?		X						
<b>b</b> If "Yes" to line 3a, does the organization routinely engage bond counsel or other outside counsel to review any management or service contracts relating to the financed property?								
<b>c</b> Are there any research agreements that may result in private business use of bond-financed property?		X						
<b>d</b> If "Yes" to line 3c, does the organization routinely engage bond counsel or other outside counsel to review any research agreements relating to the financed property?								
<b>4</b> Enter the percentage of financed property used in a private business use by entities other than a section 501(c)(3) organization or a state or local government		.00						%
<b>5</b> Enter the percentage of financed property used in a private business use as a result of unrelated trade or business activity carried on by your organization, another section 501(c)(3) organization, or a state or local government		.00						%
<b>6</b> Total of lines 4 and 5		.00						%
<b>7</b> Does the bond issue meet the private security or payment test?		X						
<b>8a</b> Has there been a sale or disposition of any of the bond-financed property to a non-governmental person other than a 501(c)(3) organization since the bonds were issued?		X						
<b>b</b> If "Yes" to line 8a, enter the percentage of bond-financed property sold or disposed of								%
<b>c</b> If "Yes" to line 8a, was any remedial action taken pursuant to Regulations sections 1.141-12 and 1.145-2?								%
<b>9</b> Has the organization established written procedures to ensure that all nonqualified bonds of the issue are remediated in accordance with the requirements under Regulations sections 1.141-12 and 1.145-2?		X						

**Part IV Arbitrage**

	A		B		C		D	
	Yes	No	Yes	No	Yes	No	Yes	No
<b>1</b> Has the issuer filed Form 8038-T, Arbitrage Rebate, Yield Reduction and Penalty in Lieu of Arbitrage Rebate?		X						
<b>2</b> If "No" to line 1, did the following apply?								
<b>a</b> Rebate not due yet?	X							
<b>b</b> Exception to rebate?		X						
<b>c</b> No rebate due?		X						
If "Yes" to line 2c, provide in Part VI the date the rebate computation was performed								
<b>3</b> Is the bond issue a variable rate issue?		X						
<b>4a</b> Has the organization or the governmental issuer entered into a qualified hedge with respect to the bond issue?		X						
<b>b</b> Name of provider								
<b>c</b> Term of hedge								
<b>d</b> Was the hedge superintegrated?								
<b>e</b> Was the hedge terminated?								



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

Department of the Treasury  
Internal Revenue Service

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

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

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

OMB No. 1545-0047

**2014**

Open to Public  
Inspection

Name of the organization

INDEPENDENT SECTOR

Employer identification number

52-1081024

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

AND MOBILIZING THE NONPROFIT AND PHILANTHROPIC COMMUNITY.

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

PARTICIPANTS PRODUCED A WORLD-CLASS EXCHANGE OF IDEAS, THE MEETING

FEATURED NUMEROUS SESSIONS AND INNOVATIVE FORMATS THAT HELPED

PARTICIPANTS EXAMINE HOW TO CREATE SOLUTIONS, BUILD LASTING IMPACT AND

TO IMAGINE AND CREATE BRIGHTER FUTURES FOR THEIR ORGANIZATIONS AND THE

PEOPLE THEY SERVE. THE CONFERENCE OFFERS A C-SUITE TRACK FOR

PROFESSIONALS DIRECTLY REPORTING TO THE CEO AND SPECIAL SESSIONS

TARGETED FOR CEOS OR EXECUTIVE DIRECTORS WHO MADE UP 34% OF CONFERENCE

REGISTRANTS. FOR THE FIRST TIME, CFRE CREDITS WERE OFFERED FOR 23

BREAK-OUT SESSIONS.

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

AND THEIR STAFF IN BOTH CHAMBERS ON KEY SECTOR-WIDE ISSUES, THIS WAS

EVIDENCED BY THE INVITATION FOR PRESIDENT AND CEO DIANA AVIV TO TESTIFY

BEFORE THE HOUSE GOVERNMENT REFORM AND OVERSIGHT COMMITTEE ON PROPOSED

IRS RULES REGARDING POLITICAL ACTIVITY BY TAX-EXEMPT ORGANIZATIONS, IS

ALSO CONTINUED TO ENCOURAGE POLICYMAKERS TO SUPPORT TAX INCENTIVES THAT

ENCOURAGE ALL AMERICANS TO CONTRIBUTE TO CHARITY AND SUCCEEDED IN

STAVING OFF EFFORTS TO CURTAIL TAX DEDUCTIONS FOR CHARITABLE GIFTS

AVAILABLE TO TAXPAYERS AT HIGHER INCOME LEVELS. IS HAS ALSO REMAINED

COMMITTED TO ADVANCING THE ABILITY OF PUBLIC CHARITIES TO ENGAGE IN

ADVOCACY EFFORTS ON BEHALF OF THE COMMUNITIES AND CAUSES THEY SERVE,

AND TO REMOVING OBSTACLES THAT INHIBIT FUNDERS FROM SUPPORTING THOSE

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

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

432211  
08-27-14

Name of the organization

INDEPENDENT SECTOR

Employer identification number

52-1081024

EFFORTS.

IS USED A VARIETY OF VEHICLES TO CONNECT AND MOBILIZE OUR MEMBERS ON THESE ISSUES, INCLUDING THE PUBLIC POLICY ACTION INSTITUTE AT THE NATIONAL CONFERENCE, OUR DAILY EMAIL HIGHLIGHTING KEY POLICY DEVELOPMENTS; MONTHLY STRATEGY MEETINGS WITH CHARITABLE COMMUNITY POLICY LEADERS; MONTHLY LEGISLATIVE UPDATES BY TELECONFERENCE; WEBINARS, SPECIAL CALLS, EMAIL COMMUNICATIONS AND SOCIAL MEDIA AS NEEDED; AND THE POLICY SECTION OF OUR WEBSITE. THROUGH THESE AND OTHER EFFORTS, IS STRENGTHENS THE ABILITY OF PUBLIC CHARITIES AND PRIVATE FOUNDATIONS TO SHAPE KEY PUBLIC POLICIES AND TO STRENGTHEN THE PARTNERSHIP BETWEEN GOVERNMENT AND THE CHARITABLE COMMUNITY.

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

PROGRAMS AND PRACTICE (P&amp;P):

INDEPENDENT SECTOR HAS CONTINUED TO SUPPORT OUR MEMBERS AND OTHER PUBLIC CHARITIES AND FOUNDATIONS TO LEAD AND MANAGE. IN 2014, P&P FOCUSED ON LEADERSHIP THROUGH TWO DISTINCT PROGRAMS. FIRST, P&P BROADENED THE REACH AND EFFECTIVENESS OF NGEN: MOVING NONPROFIT LEADERS FROM NEXT TO NOW, OUR LEADERSHIP DEVELOPMENT PROGRAM FOR NONPROFIT LEADERS 40 AND UNDER, WE CONTINUED OUR AMERICAN EXPRESS NGEN FELLOWS PROGRAM, FELLOWS ALUMNI PROGRAM, AMERICAN EXPRESS NGEN LEADERSHIP AWARD PROGRAM, AND SERIES OF NGEN COMMUNITY WEBINARS. WE ALSO HOSTED A SUCCESSFUL PRE-CONFERENCE PROGRAM IN SEATTLE AND TWO NGEN NETWORKING RECEPTIONS AT SECTOR CONFERENCES - THE EMERGING PRACTITIONERS IN PHILANTHROPY (EPIP) / JOINT AFFINITY GROUPS (JAG) UNITY SUMMIT AND THE POINTS OF LIGHT CONFERENCE ON VOLUNTEERING AND SERVICE. SECOND, P&P EXPANDED THE C-SUITE LEADERSHIP PROGRAM, WHICH LAUNCHED IN 2013 AND

Name of the organization INDEPENDENT SECTOR	Employer identification number 52-1081024
--	--

TARGETS SENIOR LEADERS WHO REPORT TO THE CEO. IN 2014, P&P PILOTED A C-SUITE REGIONAL EVENT, THE C-SUITE MIDWEST REGIONAL SUMMIT IN THE DETROIT METRO AREA. WE ALSO OFFERED A TRACK OF C- SUITE SESSIONS AND A C-SUITE NETWORKING RECEPTION AT THE IS CONFERENCE IN SEATTLE. IN ADDITION, P&P LAUNCHED PILOT ONLINE COMMUNITIES FOR BOTH THE NGEN AND C-SUITE PROGRAMS. THE COMMUNITIES, HOSTED ON LINKEDIN, PROVIDE A DYNAMIC ONLINE FORUM THROUGH WHICH EMERGING AND SENIOR EXECUTIVE LEADERS CAN CONNECT WITH A NATIONAL PEER NETWORK, ACCESS RESOURCES AND PEER SUPPORT, AND EXCHANGE VIEWS ON EVOLVING SECTOR TRENDS. P&P CONTINUES TO PLAY A LEADERSHIP ROLE IN EDUCATING THE SECTOR ABOUT RELEVANT CROSS-CUTTING ISSUES. IN 2014, WE FOCUSED ON CHARITABLE SECTOR ETHICS AND ACCOUNTABILITY AND LAUNCHED A MAJOR EFFORT TO UPDATE AND RE-RELEASE THE PRINCIPLES FOR GOOD GOVERNANCE AND ETHICAL PRACTICE, FIRST PUBLISHED IN 2007. AN ADVISORY COMMITTEE OF 21 SECTOR LEADERS CONSIDERED UPDATES TO THE PRINCIPLES BASED ON CHANGES IN THE ENVIRONMENT IN WHICH THE CHARITABLE SECTOR OPERATES, INCLUDING AN INCREASING RELIANCE ON TECHNOLOGY AND OPPORTUNITIES FOR NONPROFITS TO PURSUE EARNED INCOME OPPORTUNITIES. IN ADDITION TO PRODUCING AN UPDATED PRINCIPLES GUIDE AND PRINCIPLES LEGAL REFERENCE EDITION, P&P UPDATED CURRENT TOOLS AND RESOURCES THAT SUPPORT THE PRINCIPLES AND DEVELOPED A NEW TOOL - THE PRINCIPLES ORGANIZATIONAL ASSESSMENT TOOL - THAT ALLOWS ORGANIZATIONS TO ASSESS THEIR STRENGTHS AND WEAKNESS IN EACH OF FOUR CATEGORIES RELATED TO THE PRINCIPLES.

EXPENSES \$ 880,372. INCLUDING GRANTS OF \$ 0. REVENUE \$ 23,452.

## COMMUNICATIONS:

INDEPENDENT SECTOR WORKS TO COMMUNICATE THE VALUE OF THE CHARITABLE

COMMUNITY TO THE MEDIA, ELECTED OFFICIALS, THE PUBLIC, AND STAFF AT

432212  
08-27-14

Name of the organization

Employer identification number

INDEPENDENT SECTOR

52-1081024

PUBLIC CHARITIES AND FOUNDATIONS WHILE EDUCATING ITS MEMBERSHIP AND AUDIENCES ACROSS THE SOCIAL GOOD SPACE ON EMERGING CHALLENGES, OPPORTUNITIES, AND TRENDS. IN 2014, COVERAGE OF IS ACTIVITIES APPEARED MORE THAN 130 TIMES IN NATIONAL OUTLETS INCLUDING THE NEW YORK TIMES, THE WALL STREET JOURNAL, THE WASHINGTON POST, USA TODAY, THE HUFFINGTON POST, AS WELL AS IN TRADE PUBLICATIONS SUCH AS THE CHRONICLE OF PHILANTHROPY, THE NONPROFIT TIMES, AND NONPROFIT QUARTERLY. MEDIA REPRESENTATIVES LOOK TO IS FOR EXPERTISE ON GIVING, VOLUNTEERING, ETHICS, AND ACCOUNTABILITY AND ON PUBLIC POLICIES AFFECTING THE CHARITABLE COMMUNITY, SUCH AS THE CHARITABLE DEDUCTION, JOBS PROGRAMS, AND TAX EXEMPTIONS.

INDEPENDENT SECTOR CONTINUES TO SERVE AS A SOURCE OF BEST PRACTICES, STRATEGIES, AND EMERENT TRENDS TO THE CHARITABLE AND PHILANTHROPIC COMMUNITY, AND A FORUM TO DISCUSS THEM. THE PRESIDENT AND CEO SPOKE AT 17 HIGH-VISIBILITY ENGAGEMENTS ON THREE CONTINENTS IN 2014, SHARING IS'S WORK AND REPRESENTING THE INTERESTS OF OUR MEMBERS AND THE CHARITABLE COMMUNITY. IS IS CONTINUALLY IMPROVING OUR DIGITAL PRESENCE, USER EXPERIENCE, MEANS OF DISSEMINATION OF KEY MATERIALS, AND ONLINE OPPORTUNITIES FOR ENGAGEMENT. IN 2014, IS LAUNCHED PILOT ONLINE COMMUNITIES FOR TARGETED SUBSETS OF ITS MEMBERSHIP AND BEGAN WORK ON BOTH A NEW ONLINE HOME FOR THE ORGANIZATION AND A ROBUST PORTAL FOR OUR PRINCIPLES OF GOOD GOVERNANCE AND ETHICAL PRACTICE, SINCE LAUNCHED IN 2015, IS'S EXISTING ONLINE RESOURCES INCLUDE TOOLKITS, TALKING POINTS, RESEARCH REPORTS, AND A LIBRARY OF ETHICS AND GOVERNANCE DOCUMENTS. IS ALSO SENDS DAILY POLICY AND NEWS UPDATES TO ABOUT 2,500 INDIVIDUALS AT MEMBER ORGANIZATIONS, PLUS PERIODIC TIMELY ALERTS ON KEY POLICY ISSUES AND A MONTHLY MEMBER NEWSLETTER. IS CONNECTS.



Name of the organization INDEPENDENT SECTOR	Employer identification number 52-1081024
--	--

EXPENSES \$ 599,896. INCLUDING GRANTS OF \$ 0. REVENUE \$ 0.

LEADERSHIP FOR THE FUTURE:

STILL GROUNDED IN OUR CURRENT STRATEGIC PLAN WHILE MOVING TO BUILD AND

REALIZE A NEW VISION, IS CONTINUED TO ADVANCE ITS MISSION TO LEAD,

STRENGTHEN AND MOBILIZE THE CHARITABLE AND PHILANTHROPIC COMMUNITY, IS

REMAINED COMMITTED TO A SOLUTIONS-ORIENTED LEADERSHIP APPROACH, AND

ENGAGED WITH THE CHARITABLE AND PHILANTHROPIC COMMUNITY CONSISTENT WITH

THIS VISION. DURING 2014, IS WORKED TO IDENTIFY NOT ONLY CHALLENGES

FACING THE SECTOR, BUT ALSO UNIQUE OPPORTUNITIES TO CONTINUE TO

STRENGTHEN BOTH THE SECTOR AND THE BROADER SOCIETY, IN KEEPING WITH THE

ORGANIZATION'S OVERARCHING STRATEGIC VISION AND DIRECTION, DURING 2014,

IS FOCUSED ON GOALS IN THREE KEY AREAS: VOICE, LEADERSHIP AND IMPACT,

AS DESCRIBED BELOW:

VOICE: A FOCUS ON INCREASING THE SECTOR'S PROFILE AND PRODUCTIVE

RELATIONSHIPS WITH GOVERNMENT AND BUSINESS, WHICH REQUIRES DEEPENING

OUR CONNECTIONS AND IMPACT IN WASHINGTON, DC;

LEADERSHIP: SEEKING TO DEVELOP THE SECTOR'S ADAPTIVE LEADERSHIP

CAPACITY AND STRENGTHEN DIVERSE LEADERSHIP PIPELINES TO SUPPORT LEADERS

AT EVERY AGE AND CAREER STAGE; AND

IMPACT: FOCUSING ON MEASURING AND COMMUNICATING IMPACT IN WAYS THAT

FOSTER COLLABORATION, INCLUDING ESTABLISHING A COMMON FRAMEWORK FOR

ORGANIZATIONAL ASSESSMENT AND EFFECTIVENESS.

DURING 2014, THE GOVERNANCE & SPECIAL PROJECTS DEPARTMENT CONTINUED TO

SUPPORT THE BOARD OF DIRECTORS' STRATEGIC LEADERSHIP AND OVERSIGHT OF

Name of the organization INDEPENDENT SECTOR	Employer identification number 52-1081024
--	--

THE ORGANIZATION, WHILE THE ORGANIZATION ALSO CONTINUED TO BUILD UPON AN EVOLVING VISION OF OUR FUTURE ROLE, THE DEPARTMENT ALSO SUPPORTED IS'S ONGOING EFFORTS TO EXECUTE ON ITS CURRENT STRATEGIC PLAN AND TO MONITOR PERFORMANCE THEREUNDER. THE GOVERNANCE & SPECIAL PROJECTS TEAM ALSO PROVIDED RESEARCH AND ANALYSIS OF SECTOR-RELATED ISSUES AND TRENDS. AS A LEADER AND CHAMPION ON BEHALF OF THE NONPROFIT AND PHILANTHROPIC SECTOR FOR MORE THAN 30 YEARS, INDEPENDENT SECTOR IS DEEPLY KNOWLEDGEABLE ABOUT THE CHARITABLE SECTOR, IS VIEWED WITH RESPECT AND CREDIBILITY, AND HAS A REPUTATION FOR RESPONSIVENESS, AGILITY, KNOWLEDGE, AND RELIABILITY. IS IS HIGHLY REGARDED FOR ITS ROLE AS A CONVENER IN BRINGING TOGETHER SECTOR LEADERS FROM A BROAD SPECTRUM OF GROUPS AROUND SALIENT ISSUES, AND IS RECOGNIZED AND VALUED FOR ITS POLICY WORK, AS THE SECTOR AND ITS LEADERS FACE INCREASINGLY COMPLEX CHALLENGES IN A CONSTANTLY SHIFTING ENVIRONMENT, IN 2014 IS LEVERAGED ITS ANNUAL BUSINESS MEETING TO ENGAGE STAKEHOLDERS IN DISCUSSION REGARDING THE FUTURE OF THE SECTOR, AND IS'S ROLE IN RELATION TO THAT FUTURE. THESE INTERACTIVE DISCUSSIONS REFLECTED IS'S ONGOING COMMITMENT TO ENGAGING WITH, AND LEARNING FROM, ITS STAKEHOLDERS IN MEANINGFUL WAYS IN ORDER TO BE RESPONSIVE TO SECTOR NEEDS AND TO PLAY AN INFORMED AND EFFECTIVE LEADERSHIP ROLE.

THROUGH THE CONTINUED EXECUTION OF THE JOHN W. GARDNER LEADERSHIP AWARD PROGRAM, AND SUPPORT OF THE RELATED SELECTION COMMITTEE, THE GOVERNANCE & SPECIAL PROJECTS TEAM CONTINUED TO SUPPORT IS'S COMMITMENT TO IDENTIFYING AND ACKNOWLEDGING OUTSTANDING SECTOR LEADERSHIP. IS'S RECOGNITION IN 2014 OF ALBERTO IBARG EN, PRESIDENT OF THE JOHN S. AND JAMES L. KNIGHT FOUNDATION, ONCE AGAIN HIGHLIGHTED AN EXCEPTIONAL SECTOR LEADER WHOSE WORK HAS TRANSCENDED THEIR FIELD AND HAS

Name of the organization <u>INDEPENDENT SECTOR</u>	Employer identification number <u>52-1081024</u>
---	---

CONTRIBUTED TO SOCIETY MORE BROADLY, IN CONFERRING THE AWARD, IS  
CONTINUED THE TRADITION OF HONORING AN INDIVIDUAL HELD UP AS A BEACON  
OF ACHIEVEMENT, DESERVING OF PUBLIC RECOGNITION, AND WORTHY OF CITATION  
AS A MODEL FOR OTHERS -- BOTH WITHIN AND OUTSIDE OF THE SECTOR -- TO  
EMULATE.  
EXPENSES \$ 452,361. INCLUDING GRANTS OF \$ 0. REVENUE \$ 0.

FORM 990, PART VI, SECTION A, LINE 6:  
IS HAS MEMBERS THAT HELP SUPPORT THE MISSION OF THE ORGANIZATION.

FORM 990, PART VI, SECTION A, LINE 7A:  
THERE IS ONLY ONE CLASS OF VOTING MEMBERS. THE MEMBERSHIP HAVE THE  
AUTHORITY TO ELECT DIRECTORS OF THE ORGANIZATION OTHER THAN THE PRESIDENT.

FORM 990, PART VI, SECTION A, LINE 7B:  
THE MEMBERSHIP HAVE THE AUTHORITY TO APPROVE CHANGES IN THE ARTICLES OF  
INCORPORATION AND BY-LAWS, MEMBERSHIP DUES AND/OR DUES ASSESSMENT  
METHODOLOGY, MEMBERSHIP ELIGIBILITY CRITERIA, AFFIRM MAJOR POLICIES AND  
LEGISLATIVE ACTIONS BY THE BOARD, AS APPROPRIATE, AND ADOPT RESOLUTIONS ON  
NATIONAL ISSUES OF CONCERNS TO THE MEMBERSHIP, AS APPROPRIATE.

FORM 990, PART VI, SECTION B, LINE 11:  
PRIOR TO FILING, THE FORM 990 IS PRESENTED TO INDEPENDENT SECTOR'S AUDIT  
COMMITTEE FOR REVIEW. THE CHIEF FINANCIAL OFFICER ALSO REVIEWS THE FORM  
990, IN DETAIL, WITH THE PRESIDENT AND CHIEF EXECUTIVE OFFICER PRIOR TO  
OBTAINING THE CEO'S SIGNATURE ON THE DOCUMENT. THE FORM 990 IS ALSO  
PRESENTED TO THE FULL BOARD OF DIRECTORS FOR REVIEW IN ADVANCE OF FILING.

IT IS DISTRIBUTED IN ADVANCE OF THE BOARD MEETING IN ORDER TO ENSURE THAT

Name of the organization INDEPENDENT SECTOR	Employer identification number 52-1081024
--	--

DIRECTORS HAVE AN OPPORTUNITY FOR A MEANINGFUL REVIEW AND TO ALLOW ALL  
 DIRECTORS THE OPPORTUNITY TO GAIN A FULL UNDERSTANDING OF THE DOCUMENT  
 BEFORE IT IS FILED. INDEPENDENT SECTOR'S AUDITORS PARTICIPATE IN THE BOARD  
 MEETING IN ORDER TO RESPOND TO ANY QUESTIONS THAT DIRECTORS MAY HAVE.

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

EACH YEAR, BOARD MEMBERS ARE ASKED TO REVIEW INDEPENDENT SECTOR'S CONFLICT  
 OF INTEREST POLICY AND TO COMPLETE A CONFLICT OF INTEREST DISCLOSURE  
 STATEMENT. AMONG OTHER THINGS, THE POLICY MAKES CLEAR THAT ALL DECISIONS OF  
 THE BOARD, OFFICERS AND EMPLOYEES OF INDEPENDENT SECTOR ARE TO BE MADE  
 SOLELY ON THE BASIS OF A DESIRE TO PROMOTE THE BEST INTERESTS OF THE  
 ORGANIZATION AND THE PUBLIC GOOD. THE DISCLOSURE STATEMENT, IN TURN,  
 REQUESTS THAT DIRECTORS IDENTIFY, TO THE BEST OF THEIR KNOWLEDGE,  
 AFFILIATIONS WITH ORGANIZATIONS THAT MAYBE POTENTIALLY RELATED TO THE  
 FINANCIAL OR OTHER SUBSTANTIVE OPERATIONS OF INDEPENDENT SECTOR. THEY ARE  
 ALSO ASKED TO IDENTIFY CIRCUMSTANCES INVOLVING EITHER THEMSELVES, OR A  
 MEMBER OF THEIR EXTENDED FAMILY, THAT MAYBE CONSTRUED AS A CONFLICT OF  
 INTEREST. IF SUCH CIRCUMSTANCE SHOULD ARISE SUBSEQUENT TO SUBMITTING THE  
 DISCLOSURE STATEMENT, THE POLICY SETS FORTH AN ONGOING DISCLOSURE  
 REQUIREMENT.

AT THE STAFF LEVEL, INDEPENDENT SECTOR PERSONNEL ALSO ENSURE THAT THERE ARE  
 NO CONFLICTS OF INTEREST WHEN CONSIDERING ENGAGEMENT OF A NEW VENDOR. IF A  
 POTENTIAL CONFLICT IS IDENTIFIED, APPROPRIATE STEPS ARE TAKEN BOTH TO  
 ASSESS THE NATURE OF THE POTENTIAL CONFLICT AND, SUBSEQUENTLY, TO ENSURE  
 THAT THE POSSIBILITY OF AN ACTUAL CONFLICT IS MITIGATED. SUCH MITIGATION  
 MAY BE ACHIEVED THROUGH THE RECUSAL OR FIREWALLING OF THE INDIVIDUAL IN  
 QUESTION, THUS ENSURING THAT THE CONFLICT IS MANAGED AND THE LETTER AND

Name of the organization INDEPENDENT SECTOR	Employer identification number 52-1081024
--	--

SPIRIT OF THE CONFLICTS POLICY ARE UPHELD.

IN ADDITION, WE NOTE THAT DURING THE ANNUAL AUDIT STAFF IDENTIFY AND

DISCLOSE TO AUDITORS ALL KNOWN CONFLICTS OF INTEREST.

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

APART FROM THE ORGANIZATION'S PRESIDENT AND CHIEF EXECUTIVE OFFICER,

INDEPENDENT SECTOR'S OFFICERS (CHAIR, VICE CHAIR, SECRETARY, AND TREASURER)

DO NOT RECEIVE COMPENSATION FROM THE ORGANIZATION, AN ANNUAL COMPENSATION

REVIEW PROCESS FOR THE CEO TAKES PLACE UNDER THE LEADERSHIP OF THE BOARD

CHAIR AND EXECUTIVE COMMITTEE, AN OUTSIDE CONSULTANT IS RETAINED OR SALARY

SURVEYS AND 990S ARE REVIEWED TO PROVIDE INDUSTRY COMPARABLE SALARY DATA.

AN INTERMEDIATE SANCTIONS ANALYSIS AND RELATED DOCUMENTATION ARE ALSO

COMPLETED. THE EXECUTIVE COMMITTEE HAS RESPONSIBILITY FOR MAKING FINAL

RECOMMENDATIONS TO THE FULL BOARD OF DIRECTORS REGARDING THE PRESIDENTS

PERFORMANCE EVALUATION AND COMPENSATION. THE BOARD OF DIRECTORS MAKES A

FINAL DETERMINATION WITH REGARD TO THESE MATTERS.

WITH REGARD TO STAFF COMPENSATION, THE PRESIDENT AND CEO, VICE PRESIDENTS,

AND APPROPRIATE STAFF MANAGERS ALSO COMPLETE ANNUAL PERFORMANCE

EVALUATIONS. FOR ALL STAFF OTHER THAN THE PRESIDENT AND CEO, IS UTILIZES

INDUSTRY-COMPARABLE DATA IN MAKING DETERMINATIONS REGARDING THE RANGE OF

SALARIES. THE PRESIDENT AND CEO MAKES ALL FINAL DETERMINATIONS RELATIVE TO

STAFF COMPENSATION.

FORM 990, PART VI, LINE 17, LIST OF STATES RECEIVING COPY OF FORM 990:

AL, AR, AZ, CA, CO, CT, DC, FL, GA, HI, IL, KS, KY, MA, MD, ME, MI, MS, MN, NC, NH, NM, NY, OH, OK

PA, RI, SC, TN, UT, VA, WA, WI

432212  
08-27-14

Name of the organization INDEPENDENT SECTOR	Employer identification number 52-1081024
--	--

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

INDEPENDENT SECTOR'S GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICY AND FINANCIAL STATEMENTS ARE MADE AVAILABLE TO THE PUBLIC. THE ANNUAL AUDIT, 990 AND 990T, BOARD OF DIRECTORS LIST, AND IS POLICIES (CONFLICT OF INTEREST, FINANCIAL RESPONSIBILITY, GIFTS AND ENTERTAINMENT, RECORDS RETENTION AND TRAVEL) ARE ALL AVAILABLE TO THE PUBLIC ON THE ORGANIZATION'S WEBSITE (WWW.INDEPENDENTSECTOR.ORG).

FORM 990, PART IX, LINE 11G, OTHER FEES:

TEMPORARY HELP:

PROGRAM SERVICE EXPENSES	32,682.
MANAGEMENT AND GENERAL EXPENSES	22,331.
FUNDRAISING EXPENSES	5,778.
TOTAL EXPENSES	60,791.

INDEPENDENT CONTRACTOR:

PROGRAM SERVICE EXPENSES	25,921.
MANAGEMENT AND GENERAL EXPENSES	71,626.
FUNDRAISING EXPENSES	999.
TOTAL EXPENSES	98,546.

CONSULTANT:

PROGRAM SERVICE EXPENSES	342,455.
MANAGEMENT AND GENERAL EXPENSES	886,282.
FUNDRAISING EXPENSES	13,196.
TOTAL EXPENSES	1,241,933.

Name of the organization INDEPENDENT SECTOR	Employer identification number 52-1081024
--	--

LEGISLATIVE ASSISTANCE:

PROGRAM SERVICE EXPENSES	55,238.
MANAGEMENT AND GENERAL EXPENSES	152,634.
FUNDRAISING EXPENSES	2,129.
TOTAL EXPENSES	210,001.

SPEAKERS, SERVICE BUREAUS, AND OTHER:

PROGRAM SERVICE EXPENSES	2,532.
MANAGEMENT AND GENERAL EXPENSES	6,994.
FUNDRAISING EXPENSES	97.
TOTAL EXPENSES	9,623.

TOTAL OTHER FEES ON FORM 990, PART IX, LINE 11G, COL A 1,620,894.

FORM 990, PAGE 6, PART VI, LINE 1 AND PAGE 7, PART VII, VOTING MEMBERS

THE NUMBER OF VOTING MEMBERS SHOWN IN PART VI SECTION A LINE 1 DIFFERS

FROM THE NUMBER OF DIRECTORS LISTED IN PART VII BECAUSE BOARD MEMBERS

ARE INCLUDED IN PART VII IF THEY SERVED ON THE BOARD AT ANY TIME DURING

2014. INDEPENDENT SECTOR'S BOARD TERM BEGINS AT THE ANNUAL BUSINESS

MEETING HELD DURING THE IS ANNUAL CONFERENCE IN THE FALL.

**SCHEDULE R  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Related Organizations and Unrelated Partnerships**

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.  
▶ Attach to Form 990.

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

OMB No. 1545-0047

**2014**

Open to Public  
Inspection

Name of the organization

INDEPENDENT SECTOR

Employer identification number  
52-1081024

**Part I Identification of Disregarded Entities** Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity
1620 IS LLC - 54-3219877 1602 L STREET, NW WASHINGTON, DC 20036	BUILDING MANAGEMENT	DISTRICT OF COLUMBIA	2,626,439	38,862,238	INDEPENDENT SECTOR

**Part II Identification of Related Tax-Exempt Organizations** Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related tax-exempt organizations during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No

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

Schedule R (Form 990) 2014





**Part V Transactions With Related Organizations** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

**Note.** Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

**1** During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

	Yes	No
<b>a</b> Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity	1a	
<b>b</b> Gift, grant, or capital contribution to related organization(s)	1b	
<b>c</b> Gift, grant, or capital contribution from related organization(s)	1c	
<b>d</b> Loans or loan guarantees to or for related organization(s)	1d	
<b>e</b> Loans or loan guarantees by related organization(s)	1e	
<b>f</b> Dividends from related organization(s)	1f	
<b>g</b> Sale of assets to related organization(s)	1g	
<b>h</b> Purchase of assets from related organization(s)	1h	
<b>i</b> Exchange of assets with related organization(s)	1i	
<b>j</b> Lease of facilities, equipment, or other assets to related organization(s)	1j	
<b>k</b> Lease of facilities, equipment, or other assets from related organization(s)	1k	
<b>l</b> Performance of services or membership or fundraising solicitations for related organization(s)	1l	
<b>m</b> Performance of services or membership or fundraising solicitations by related organization(s)	1m	
<b>n</b> Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)	1n	
<b>o</b> Sharing of paid employees with related organization(s)	1o	
<b>p</b> Reimbursement paid to related organization(s) for expenses	1p	
<b>q</b> Reimbursement paid by related organization(s) for expenses	1q	
<b>r</b> Other transfer of cash or property to related organization(s)	1r	
<b>s</b> Other transfer of cash or property from related organization(s)	1s	

**2** If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

	(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
(1)				
(2)				
(3)				
(4)				
(5)				
(6)				





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

OMB No. 1545-1709

Department of the Treasury  
Internal Revenue Service

▶ **File a separate application for each return.**  
▶ **Information about Form 8868 and its instructions is at [www.irs.gov/form8868](http://www.irs.gov/form8868).**

- If you are filing for an **Automatic 3-Month Extension**, complete only **Part I** and check this box  **X**
- If you are filing for an **Additional (Not Automatic) 3-Month Extension**, complete only **Part II** (on page 2 of this form).

**Do not complete Part II unless** you have already been granted an automatic 3-month extension on a previously filed Form 8868.

**Electronic filing (e-file)**. You can electronically file Form 8868 if you need a 3-month automatic extension of time to file (6 months for a corporation required to file Form 990-T), or an additional (not automatic) 3-month extension of time. You can electronically file Form 8868 to request an extension of time to file any of the forms listed in Part I or Part II with the exception of Form 8870, Information Return for Transfers Associated With Certain Personal Benefit Contracts, which must be sent to the IRS in paper format (see instructions). For more details on the electronic filing of this form, visit [www.irs.gov/efile](http://www.irs.gov/efile) and click on *e-file for Charities & Nonprofits*.

**Part I Automatic 3-Month Extension of Time.** Only submit original (no copies needed).

A corporation required to file Form 990-T and requesting an automatic 6-month extension - check this box and complete

Part I only

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

		Enter filer's identifying number
<b>Type or print</b>	Name of exempt organization or other filer, see instructions.  INDEPENDENT SECTOR	Employer identification number (EIN) or  52-1081024
<small>File by the due date for filing your return. See instructions.</small>	Number, street, and room or suite no. If a P.O. box, see instructions. 1602 L STREET, NW, NO. 900	Social security number (SSN)
	City, town or post office, state, and ZIP code. For a foreign address, see instructions. WASHINGTON, DC 20036	

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

Application Is For	Return Code	Application Is For	Return Code
Form 990 or Form 990-EZ	01	Form 990-T (corporation)	07
Form 990-BL	02	Form 1041-A	08
Form 4720 (individual)	03	Form 4720 (other than individual)	09
Form 990-PF	04	Form 5227	10
Form 990-T (sec. 401(a) or 408(a) trust)	05	Form 6069	11
Form 990-T (trust other than above)	06	Form 8870	12

CAROLYN MOLLEN

- The books are in the care of ▶ 1602 L STREET, NW, NO. 900 - WASHINGTON, DC 20036  
Telephone No. ▶ 202-467-6100 Fax No. ▶
- If the organization does not have an office or place of business in the United States, check this box
- If this is for a Group Return, enter the organization's four digit Group Exemption Number (GEN) . If this is for the whole group, check this box . If it is for part of the group, check this box  and attach a list with the names and EINs of all members the extension is for.

**1** I request an automatic 3-month (6 months for a corporation required to file Form 990-T) extension of time until AUGUST 15, 2015, to file the exempt organization return for the organization named above. The extension is for the organization's return for:  
 ▶  calendar year 2014 or  
 ▶  tax year beginning \_\_\_\_\_, and ending \_\_\_\_\_

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

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

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