

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)

2016

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.

A For the **2016** calendar year, or tax year beginning _____ and ending _____

B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization INDEPENDENT SECTOR		D Employer identification number 52-1081024
	Doing business as		E Telephone number 202-467-6100
	Number and street (or P.O. box if mail is not delivered to street address)	Room/suite	G Gross receipts \$ 9,274,074.
	1602 L STREET, NW	900	
	City or town, state or province, country, and ZIP or foreign postal code WASHINGTON, DC 20036		H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
	F Name and address of principal officer: DIANA AVIV SAME AS C ABOVE		H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No
I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () ◀ (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		H(c) Group exemption number ▶	

J Website: WWW.INDEPENDENTSECTOR.ORG

K Form of organization: Corporation Trust Association Other ▶

L Year of formation: 1980 **M** State of legal domicile: DC

Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities: <u>TO LEAD AND CATALYZE THE CHARITABLE COMMUNITY, (SEE SCHEDULE O)</u>		
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3 Number of voting members of the governing body (Part VI, line 1a)	3	19
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4	19
	5 Total number of individuals employed in calendar year 2016 (Part V, line 2a)	5	47
	6 Total number of volunteers (estimate if necessary)	6	330
	7a Total unrelated business revenue from Part VIII, column (C), line 12	7a	132,836.
b Net unrelated business taxable income from Form 990-T, line 34	7b	0.	
Revenue	8 Contributions and grants (Part VIII, line 1h)	Prior Year 8,348,560.	Current Year 5,146,702.
	9 Program service revenue (Part VIII, line 2g)	794,109.	806,106.
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	279,991.	250,470.
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	389,804.	292,407.
	12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	9,812,464.	6,495,685.
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)	0.	0.
	14 Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	5,187,013.	6,342,120.
	16a Professional fundraising fees (Part IX, column (A), line 11e)	134,400.	174,720.
	b Total fundraising expenses (Part IX, column (D), line 25) ▶ 1,076,841.		
17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	4,162,013.	3,953,018.	
18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	9,483,426.	10,469,858.	
19 Revenue less expenses. Subtract line 18 from line 12	329,038.	-3,974,173.	
Net Assets or Fund Balances	20 Total assets (Part X, line 16)	Beginning of Current Year 43,933,869.	End of Year 39,945,204.
	21 Total liabilities (Part X, line 26)	13,552,822.	13,312,880.
	22 Net assets or fund balances. Subtract line 21 from line 20	30,381,047.	26,632,324.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer <i>Carolyn Mollen</i>	PUBLIC INSPECTION COPY - RETAIN FOR YOUR RECORDS	Date 5/18/17
	Type or print name and title CAROLYN MOLLEN, VP, CFO		
Paid Preparer Use Only	Print/Type preparer's name WILLIAM E. TURCO, CPA	Preparer's signature <i>William E. Turco</i>	Date MAY 12 2017
	Firm's name ▶ RSM US LLP	Firm's EIN ▶ 42-0714325	check <input type="checkbox"/> PTIN P00369217 self-employed
	Firm's address ▶ 9737 WASHINGTONIAN BLVD., #400 GAITHERSBURG, MD 20878-7340		Phone no. (301) 296-3600

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 LEAD AND CATALYZE THE CHARITABLE COMMUNITY, PARTNERING WITH GOVERNMENT, BUSINESS, AND INDIVIDUALS TO ADVANCE THE COMMON GOOD.

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

[] Yes [X] No

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

[] 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 \$ 2,339,266, including grants of \$) (Revenue \$)

PUBLIC POLICY - INDEPENDENT SECTOR (IS) PROVIDES LEADERSHIP FOR AND COLLABORATES WITH OUR MEMBER ORGANIZATIONS AND OTHER STAKEHOLDERS TO EDUCATE PUBLIC OFFICIALS ABOUT 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. IN 2016, WE CONTINUED TO INFORM AND GALVANIZE OUR SECTOR ALLIES AROUND KEY ISSUES, EDUCATE LAWMAKERS ABOUT THE SECTOR'S ESSENTIAL ROLE IN SOCIETY AND IN THE NATIONAL ECONOMY, AND ADVOCATE FOR POLICIES THAT IMPROVE THE ABILITY OF NONPROFIT ORGANIZATIONS TO ACHIEVE THEIR MISSIONS. BASED ON FEEDBACK FROM OUR 2015 THREADS SERIES AND IN FULFILLMENT OF OUR NEW STRATEGIC VISION, WE ALSO SHIFTED TO A MORE PROACTIVE AGENDA TO ENGAGE IN THE 2016 ELECTIONS.

4b (Code:) (Expenses \$ 1,591,007, including grants of \$) (Revenue \$ 777,312.)

NATIONAL CONFERENCE - THE INDEPENDENT SECTOR 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, 2016, OVER 900 PEOPLE (INCLUDING OVER 75 ON SCHOLARSHIP) REGISTERED FOR OUR CONFERENCE FEATURING INTERACTIVE SESSIONS INFUSED WITH THE ARTS IN WASHINGTON, DC. ABOUT 265 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 PARTICIPANTS PRODUCED A WORLD-CLASS EXCHANGE OF IDEAS, WITH OVER

4c (Code:) (Expenses \$ 1,197,282, including grants of \$) (Revenue \$ 20,019.)

PROGRAMS AND PRACTICE (P&P) - IN 2016, INDEPENDENT SECTOR CONTINUED TO STRENGTHEN LEADERSHIP CAPACITY, TO PROMOTE GOOD GOVERNANCE, AND TO ADDRESS SIGNIFICANT ISSUES FACING THE CHARITABLE COMMUNITY.

NGEN: IS BROADENED THE REACH AND EFFECTIVENESS OF 'NGEN: MOVING NONPROFIT LEADERS FROM NEXT TO NOW', A LEADERSHIP DEVELOPMENT PROGRAM THAT BUILDS THE CAPACITY OF NONPROFIT AND PHILANTHROPIC LEADERS AGE 40 AND UNDER TO HAVE SIGNIFICANT IMPACT ON SOCIETY'S TOUGHEST CHALLENGES. IS CONTINUED THE AMERICAN EXPRESS NGEN FELLOWS PROGRAM, A YEAR-LONG FELLOWSHIP FOR 12 DIVERSE EMERGING LEADERS FROM ACROSS THE SECTOR; A FELLOWS ALUMNI PROGRAM THAT HAS GROWN TO 84 FORMER FELLOWS; AND THE AMERICAN EXPRESS NGEN LEADERSHIP AWARD PROGRAM, WHICH RECOGNIZES ONE

4d Other program services (Describe in Schedule O.)

(Expenses \$ 2,402,829, including grants of \$) (Revenue \$)

4e Total program service expenses 7,530,384.

Part IV Checklist of Required Schedules

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

Part IV Checklist of Required Schedules (continued)

	Yes	No
20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>		X
b <i>If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?</i>		
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>		X
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>		X
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	X	
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>	X	
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		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 Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>		X
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>		X
26 Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If "Yes," complete Schedule L, Part II</i>		X
27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>		X
28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):		
a A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>		X
b A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>		X
c An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i>		X
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>		X
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>		X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>		X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>	X	
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>		X
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?		X
b <i>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</i>		
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>		X
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>		X
38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O	X	

Part V Statements Regarding Other IRS Filings and Tax Compliance

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

Table with columns for question number, description, and Yes/No boxes. Includes sections for Form 1096, Form W-2G, Form W-3, Form 990-T, Form 8886-T, Form 8282, Form 8899, Form 1098-C, Form 4966, Form 501(c)(7), Form 501(c)(12), Form 4947(a)(1), and Form 501(c)(29).

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 columns for line number, description, and Yes/No checkboxes. Includes lines 1a through 9.

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

Table with columns for line number, description, and Yes/No checkboxes. Includes lines 10a through 16b.

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.
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:

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) NEIL J. NICOLL CHAIR, DIRECTOR	1.00	X		X			0.	0.	0.	
(2) STEVEN J. MCCORMICK VICE-CHAIR, DIRECTOR	1.00	X		X			0.	0.	0.	
(3) SANDRA L. VARGAS SECRETARY	1.00	X		X			0.	0.	0.	
(4) JIM GIBBONS TREASURER	1.00	X		X			0.	0.	0.	
(5) JEFFREY L. BRADACH AT-LARGE	1.00	X					0.	0.	0.	
(6) TERRY MAZANY AT-LARGE	1.00	X					0.	0.	0.	
(7) BARBARA R. ARNWINE DIRECTOR	1.00	X					0.	0.	0.	
(8) FRED BLACKWELL DIRECTOR	1.00	X					0.	0.	0.	
(9) KATHY CALVIN DIRECTOR	1.00	X					0.	0.	0.	
(10) SONYA CAMPION DIRECTOR	1.00	X					0.	0.	0.	
(11) ANTONY CHIANG DIRECTOR	1.00	X					0.	0.	0.	
(12) RON KAGAN DIRECTOR	1.00	X					0.	0.	0.	
(13) SARAH KASTELIC DIRECTOR	1.00	X					0.	0.	0.	
(14) LARRY KRAMER DIRECTOR	1.00	X					0.	0.	0.	
(15) ROBERT L. LYNCH DIRECTOR	1.00	X					0.	0.	0.	
(16) TIMOTHY J. MCCLIMON DIRECTOR	1.00	X					0.	0.	0.	
(17) DIANE MELLEY DIRECTOR	1.00	X					0.	0.	0.	

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(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) HENRY TIMMS DIRECTOR	1.00	X						0.	0.	0.
(19) DARREN WALKER DIRECTOR	1.00	X						0.	0.	0.
(20) ROBERT BRIGGS DIRECTOR UNTIL 11/2016	1.00	X						0.	0.	0.
(21) KYLE CALDWELL DIRECTOR UNTIL 11/2016	1.00	X						0.	0.	0.
(22) JULIE FLOCH DIRECTOR UNTIL 09/2016	1.00	X						0.	0.	0.
(23) BERNARD J. MILANO DIRECTOR UNTIL 11/2016	1.00	X						0.	0.	0.
(24) PAUL SCHMITZ DIRECTOR UNTIL 11/2016	1.00	X						0.	0.	0.
(25) DANIEL J. CARDINALI CEO	38.00			X				340,614.	0.	3,879.
(26) CLAIRE WELLINGTON ILT, SVP GOVERNANCE & SPECIAL PROJ	38.00			X				258,829.	0.	44,848.
1b Sub-total								599,443.	0.	48,727.
c Total from continuation sheets to Part VII, Section A								1,624,493.	0.	190,904.
d Total (add lines 1b and 1c)								2,223,936.	0.	239,631.

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 20

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

Section B. Independent Contractors

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

(A) Name and business address	(B) Description of services	(C) Compensation
THE SHERIDAN GROUP, 1224 M STREET, NW SUITE 300, WASHINGTON, DC 20008	ELECTORAL CONSULTING	270,168.
OFFICE IT SOLUTIONS, 3509 CONNECTICUT AVE NW #705, WASHINGTON, DC 20008	TECHNOLOGY SERVICES	268,241.
WASHINGTON HILTON, 1919 CONNECTICUT AVENUE, WASHINGTON, DC 20009	HOTEL SERVICES	246,251.
WASHINGTON COUNCIL E&Y, 1001 PENNSYLVANIA AVE, NW #601, WASHINGTON, DC 20004	LEGAL CONSULTING	227,500.
VERBUM WORD GROUP 313 MILL STREET, MILTON, DE 19968	CONSULTING	188,160.

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

SEE PART VII, SECTION A CONTINUATION SHEETS

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 (check all that apply)						(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			
(27) JEFFREY MOORE ILT, VP STRATEGY	38.00			X				234,333.	0.	27,722.
(28) CANDY HILL ILT, VP COMMUNICATIONS	38.00			X				274,279.	0.	28,536.
(29) CAROLYN MOLLEN VP, CFO	38.00			X				183,691.	0.	6,539.
(30) VICTOR REINOSO COO	38.00			X				90,057.	0.	883.
(31) GEOFFREY PLAGUE VP, PUBLIC POLICY	38.00				X			217,976.	0.	20,558.
(32) AMANDA BROUN VP, PROGRAMS & PRACTICE	38.00				X			170,733.	0.	39,750.
(33) NADINE JALANDONI VP, CONVENINGS & KNOWLEDGE SHARING	38.00				X			171,710.	0.	42,802.
(34) DANIELLE MAXWELL DIRECTOR, TALENT & ADMINISTRATION	38.00				X			140,452.	0.	18,724.
(35) ROBERT BALTHASER VP	38.00				X			141,262.	0.	5,390.
Total to Part VII, Section A, line 1c								1,624,493.		190,904.

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						
	1 b	Membership dues	2,062,310.					
	1 c	Fundraising events						
	1 d	Related organizations						
	1 e	Government grants (contributions)						
	1 f	All other contributions, gifts, grants, and similar amounts not included above	3,084,392.					
	g	Noncash contributions included in lines 1a-1f: \$	20,230.					
	h	Total. Add lines 1a-1f	5,146,702.					
	Program Service Revenue			Business Code				
2 a		CONFERENCE FEES	900004	786,087.	777,312.	8,775.		
2 b		PUBLICATION SALES	900099	20,019.	20,019.			
2 c								
2 d								
2 e								
g		Total. Add lines 2a-2f		806,106.				
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts)		143,436.		143,436.		
	4	Income from investment of tax-exempt bond proceeds						
	5	Royalties		36,381.	36,381.			
	6 a	Gross rents	(i) Real	1,563,514.				
			(ii) Personal					
			b	Less: rental expenses	1,475,423.			
			c	Rental income or (loss)	88,091.			
	d	Net rental income or (loss)		88,091.	38,892.	49,199.		
	7 a	Gross amount from sales of assets other than inventory	(i) Securities	1,410,000.				
			(ii) Other					
			b	Less: cost or other basis and sales expenses	1,302,966.			
			c	Gain or (loss)	107,034.			
	d	Net gain or (loss)		107,034.		107,034.		
	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	110,372.			110,372.		
11 b	PARKING SERVICES	812930	57,563.		57,563.			
11 c								
11 d	All other revenue							
e	Total. Add lines 11a-11d		167,935.					
12	Total revenue. See instructions.		6,495,685.	797,331.	132,836.	418,816.		

Part IX Statement of Functional Expenses

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

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

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
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	1,508,539.	881,269.	490,039.	137,231.
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	3,848,616.	2,248,313.	1,250,198.	350,105.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	176,294.	102,989.	57,268.	16,037.
9 Other employee benefits	454,734.	265,649.	147,718.	41,367.
10 Payroll taxes	353,937.	206,766.	114,974.	32,197.
11 Fees for services (non-employees):				
a Management				
b Legal	73,936.		73,936.	
c Accounting	46,803.		46,803.	
d Lobbying				
e Professional fundraising services. See Part IV, line 17	174,720.			174,720.
f Investment management fees	33,357.		33,357.	
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch O.)	1,449,944.	1,029,470.	418,497.	1,977.
12 Advertising and promotion	22,531.	22,531.		
13 Office expenses	288,145.	134,866.	147,625.	5,654.
14 Information technology	62,888.	31,444.	31,444.	
15 Royalties				
16 Occupancy	1,040,360.	617,040.	321,146.	102,174.
17 Travel	213,525.	189,587.	16,795.	7,143.
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	522,712.	464,110.	41,115.	17,487.
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	179,736.		179,736.	
23 Insurance	19,081.		19,081.	
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.	1,336,350.	-1,527,099.	190,749.
b				
c				
d				
e All other expenses				
25 Total functional expenses. Add lines 1 through 24e	10,469,858.	7,530,384.	1,862,633.	1,076,841.
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	1,906,562.	1	619,275.
	2 Savings and temporary cash investments	890,939.	2	646,932.
	3 Pledges and grants receivable, net	1,852,395.	3	847,204.
	4 Accounts receivable, net	98,187.	4	88,805.
	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	56,737.	9	128,834.
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 37,051,333.		
	b Less: accumulated depreciation	10b 8,858,647.	28,932,149.	10c 28,192,686.
	11 Investments - publicly traded securities	9,370,017.	11	8,403,509.
	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	826,883.	15	1,017,959.
16 Total assets. Add lines 1 through 15 (must equal line 34)	43,933,869.	16	39,945,204.	
Liabilities	17 Accounts payable and accrued expenses	698,840.	17	1,063,708.
	18 Grants payable		18	
	19 Deferred revenue	6,720.	19	5,850.
	20 Tax-exempt bond liabilities	10,764,364.	20	10,414,671.
	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	1,875,000.	24	1,625,000.
	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	207,898.	25	203,651.
	26 Total liabilities. Add lines 17 through 25	13,552,822.	26	13,312,880.
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	27,905,023.	27	25,392,623.
	28 Temporarily restricted net assets	2,476,024.	28	1,239,701.
	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 Total net assets or fund balances	30,381,047.	33	26,632,324.	
34 Total liabilities and net assets/fund balances	43,933,869.	34	39,945,204.	

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	6,495,685.
2	Total expenses (must equal Part IX, column (A), line 25)	2	10,469,858.
3	Revenue less expenses. Subtract line 2 from line 1	3	-3,974,173.
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	30,381,047.
5	Net unrealized gains (losses) on investments	5	225,450.
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	26,632,324.

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
b	Were the organization's financial statements audited by an independent accountant? _____ If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	x	
c	If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? _____ If the organization changed either its oversight process or selection process during the tax year, explain 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
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits _____		

SCHEDULE A
(Form 990 or 990-EZ)

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

OMB No. 1545-0047

2016

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

▶ Information about Schedule A (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

Name of the organization INDEPENDENT SECTOR	Employer identification number 52-1081024
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Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions.

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

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

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

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

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

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2012	(b) 2013	(c) 2014	(d) 2015	(e) 2016	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	13,098,977.	6,535,206.	7,482,486.	8,420,635.	5,146,702.	40,684,006.
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge ...						
4 Total. Add lines 1 through 3	13,098,977.	6,535,206.	7,482,486.	8,420,635.	5,146,702.	40,684,006.
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						6,755,890.
6 Public support. Subtract line 5 from line 4.						33,928,116.

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2012	(b) 2013	(c) 2014	(d) 2015	(e) 2016	(f) Total
7 Amounts from line 4	13,098,977.	6,535,206.	7,482,486.	8,420,635.	5,146,702.	40,684,006.
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources ...	720,583.	964,742.	1,070,771.	1,303,958.	1,127,031.	5,187,085.
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.)						
11 Total support. Add lines 7 through 10						45,871,091.
12 Gross receipts from related activities, etc. (see instructions)				12		3,988,078.
13 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here						<input type="checkbox"/>

Section C. Computation of Public Support Percentage

14 Public support percentage for 2016 (line 6, column (f) divided by line 11, column (f))	14	73.96 %
15 Public support percentage from 2015 Schedule A, Part II, line 14	15	72.96 %
16a 33 1/3% support test - 2016. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization	<input checked="" type="checkbox"/>	
b 33 1/3% support test - 2015. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization	<input type="checkbox"/>	
17a 10% -facts-and-circumstances test - 2016. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization	<input type="checkbox"/>	
b 10% -facts-and-circumstances test - 2015. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization	<input type="checkbox"/>	
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions	<input type="checkbox"/>	

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

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2012	(b) 2013	(c) 2014	(d) 2015	(e) 2016	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support. (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2012	(b) 2013	(c) 2014	(d) 2015	(e) 2016	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						

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

Section C. Computation of Public Support Percentage

15 Public support percentage for 2016 (line 8, column (f) divided by line 13, column (f))	15	%
16 Public support percentage from 2015 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2016 (line 10c, column (f) divided by line 13, column (f))	17	%
18 Investment income percentage from 2015 Schedule A, Part III, line 17	18	%

19a 33 1/3% support tests - 2016. 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 - 2015. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization

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

Part IV Supporting Organizations

(Complete only if you checked a box in line 12 on Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d 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 Part VI 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 Part VI 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 Part VI 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 Part VI 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 12a or 12b 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 Part VI 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 Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.		
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 Part VI , including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).		
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c Substitutions only. Was the substitution the result of an event beyond the organization's control?		
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? If "Yes," provide detail in Part VI .		
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).		
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 or 990-EZ).		
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 Part VI .		
b Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? If "Yes," provide detail in Part VI .		
c Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? If "Yes," provide detail in Part VI .		
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? If "Yes," answer 10b 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
11 Has the organization accepted a gift or contribution from any of the following persons?		
a A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?		
b A family member of a person described in (a) above?		
c A 35% controlled entity of a person described in (a) or (b) above? If "Yes" to a, b, or c, provide detail in Part VI.		

Section B. Type I Supporting Organizations

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

Section C. Type II Supporting Organizations

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

Section D. All Type III Supporting Organizations

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

Section E. Type III Functionally Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).		
a <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.		
b <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.		
c <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions).		
2 Activities Test. Answer (a) and (b) below.	Yes	No
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.		
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.		
3 Parent of Supported Organizations. Answer (a) and (b) below.		
a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? Provide details in Part VI.		
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 (explain in Part VI.) See instructions. All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8	
Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (explain in detail in Part VI):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d	3	
4	Cash deemed held for exempt use. Enter 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	Minimum Asset Amount (add line 7 to line 6)	8	
Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1	
2	Enter 85% of line 1	2	
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3	
4	Enter greater of line 2 or line 3	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

Schedule A (Form 990 or 990-EZ) 2016

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 Total annual distributions. 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 2016 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-2016	(iii) Distributable Amount for 2016
1 Distributable amount for 2016 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2016 (reasonable cause required- explain in Part VI). See instructions			
3 Excess distributions carryover, if any, to 2016:			
a			
b			
c From 2013			
d From 2014			
e From 2015			
f Total of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2016 distributable amount			
i Carryover from 2011 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
4 Distributions for 2016 from Section D, line 7: \$			
a Applied to underdistributions of prior years			
b Applied to 2016 distributable amount			
c Remainder. Subtract lines 4a and 4b from 4			
5 Remaining underdistributions for years prior to 2016, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI. See instructions			
6 Remaining underdistributions for 2016. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI. See instructions			
7 Excess distributions carryover to 2017. Add lines 3j and 4c			
8 Breakdown of line 7:			
a			
b Excess from 2013			
c Excess from 2014			
d Excess from 2015			
e Excess from 2016			

Schedule A (Form 990 or 990-EZ) 2016

Schedule B

(Form 990, 990-EZ, or 990-PF)

Department of the Treasury
Internal Revenue Service

Schedule of Contributors

▶ Attach to Form 990, Form 990-EZ, or Form 990-PF.
▶ Information about Schedule B (Form 990, 990-EZ, or 990-PF) and its instructions is at www.irs.gov/form990.

OMB No. 1545-0047

2016

Name of the organization

Employer identification number

INDEPENDENT SECTOR

52-1081024

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

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

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

527 political organization

Form 990-PF

501(c)(3) exempt private foundation

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

501(c)(3) taxable private foundation

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

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

General Rule

For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of (1) \$5,000 or (2) 2% of the amount on (i) Form 990, Part VIII, line 1h, or (ii) Form 990-EZ, line 1. Complete Parts I and II.

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

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

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

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990, 990-EZ, or 990-PF. Schedule B (Form 990, 990-EZ, or 990-PF) (2016)

Name of organization INDEPENDENT SECTOR	Employer identification number 52-1081024
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Part I Contributors (See instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1		\$ 500,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2		\$ 300,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
3		\$ 250,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
4		\$ 250,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
5		\$ 167,500.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
6		\$ 129,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization INDEPENDENT SECTOR	Employer identification number 52-1081024
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Part I Contributors (See instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
7		\$ 118,480.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization INDEPENDENT SECTOR	Employer identification number 52-1081024
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Part II Noncash Property (See instructions). Use duplicate copies of Part II if additional space is needed.

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

Name of organization	Employer identification number 52-1081024
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INDEPENDENT SECTOR

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

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

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

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

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

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

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

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

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

SCHEDULE C
(Form 990 or 990-EZ)

Political Campaign and Lobbying Activities

OMB No. 1545-0047

2016

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.

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

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

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

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

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

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

Name of organization INDEPENDENT SECTOR	Employer identification number 52-1081024
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Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

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

Part I-B Complete if the organization is exempt under section 501(c)(3).

- 1 Enter the amount of any excise tax incurred by the organization under section 4955 ▶ \$ _____
- 2 Enter the amount of any excise tax incurred by organization managers under section 4955 ▶ \$ _____
- 3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year? Yes No
- 4a Was a correction made? Yes No
- b If "Yes," describe in Part IV.

Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).

- 1 Enter the amount directly expended by the filing organization for section 527 exempt function activities ▶ \$ _____
- 2 Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities ▶ \$ _____
- 3 Total exempt function expenditures. Add lines 1 and 2. Enter here and on Form 1120-POL, line 17b ▶ \$ _____
- 4 Did the filing organization file Form 1120-POL for this year? Yes No
- 5 Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments. For each organization listed, enter the amount paid from the filing organization's funds. Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC). If additional space is needed, provide information in Part IV.

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

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ. Schedule C (Form 990 or 990-EZ) 2016

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

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

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)		(a) Filing organization's totals	(b) Affiliated group totals												
1a	Total lobbying expenditures to influence public opinion (grass roots lobbying)														
b	Total lobbying expenditures to influence a legislative body (direct lobbying)	33,216.													
c	Total lobbying expenditures (add lines 1a and 1b)	33,216.													
d	Other exempt purpose expenditures	10,436,642.													
e	Total exempt purpose expenditures (add lines 1c and 1d)	10,469,858.													
f	Lobbying nontaxable amount. Enter the amount from the following table in both columns.	673,493.													
<table border="1"> <thead> <tr> <th>If the amount on line 1e, column (a) or (b) is:</th> <th>The lobbying nontaxable amount is:</th> </tr> </thead> <tbody> <tr> <td>Not over \$500,000</td> <td>20% of the amount on line 1e.</td> </tr> <tr> <td>Over \$500,000 but not over \$1,000,000</td> <td>\$100,000 plus 15% of the excess over \$500,000.</td> </tr> <tr> <td>Over \$1,000,000 but not over \$1,500,000</td> <td>\$175,000 plus 10% of the excess over \$1,000,000.</td> </tr> <tr> <td>Over \$1,500,000 but not over \$17,000,000</td> <td>\$225,000 plus 5% of the excess over \$1,500,000.</td> </tr> <tr> <td>Over \$17,000,000</td> <td>\$1,000,000.</td> </tr> </tbody> </table>		If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:	Not over \$500,000	20% of the amount on line 1e.	Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000.	Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000.	Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000.	Over \$17,000,000	\$1,000,000.		
If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:														
Not over \$500,000	20% of the amount on line 1e.														
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000.														
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000.														
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000.														
Over \$17,000,000	\$1,000,000.														
g	Grassroots nontaxable amount (enter 25% of line 1f)	168,373.													
h	Subtract line 1g from line 1a. If zero or less, enter -0-	0.													
i	Subtract line 1f from line 1c. If zero or less, enter -0-	0.													
j	If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year?		<input type="checkbox"/> Yes <input type="checkbox"/> No												

4-Year Averaging Period Under section 501(h)

(Some organizations that made a section 501(h) election do not have to complete all of the five columns below.)

See the separate instructions for lines 2a through 2f.)

Lobbying Expenditures During 4-Year Averaging Period					
Calendar year (or fiscal year beginning in)	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) Total
2a Lobbying nontaxable amount	568,668.	561,504.	699,667.	673,493.	2,503,332.
b Lobbying ceiling amount (150% of line 2a, column(e))					3,754,998.
c Total lobbying expenditures	7,966.	7,260.	23,762.	33,216.	72,204.
d Grassroots nontaxable amount	142,167.	140,376.	174,917.	168,373.	625,833.
e Grassroots ceiling amount (150% of line 2d, column (e))					938,750.
f Grassroots lobbying expenditures					

Schedule C (Form 990 or 990-EZ) 2016

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

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

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

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."

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

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)

Supplemental Financial Statements

OMB No. 1545-0047

2016

Open to Public Inspection

Department of the Treasury Internal Revenue Service

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

Information about Schedule D (Form 990) and its instructions is at www.irs.gov/form990.

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" on Form 990, Part IV, line 6.

Table with 2 columns: (a) Donor advised funds, (b) Funds and other accounts. Rows include: 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... Yes/No, 6 Did the organization inform all grantees... Yes/No.

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

Table with 2 columns: Description, Held at the End of the Tax Year. Rows include: 1 Purpose(s) of conservation easements, 2 Complete lines 2a through 2d if the organization held a qualified conservation contribution, 3 Number of conservation easements modified, 4 Number of states where property subject to conservation easement is located, 5 Does the organization have a written policy..., 6 Staff and volunteer hours..., 7 Amount of expenses..., 8 Does each conservation easement..., 9 In Part XIII, describe how the organization reports...

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

Table with 2 columns: Description, Amount. Rows include: 1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report..., 1b If the organization elected, as permitted under SFAS 116 (ASC 958), to report..., 2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain...

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

- 3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):
- a Public exhibition
 - b Scholarly research
 - c Preservation for future generations
 - d Loan or exchange programs
 - e Other _____

- 4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.
- 5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? Yes No

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

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

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

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

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

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

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

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance	6,358,065.	4,521,437.	2,500,000.	5,000,000.	5,000,000.
b Contributions		1,999,216.	2,000,000.		
c Net investment earnings, gains, and losses	416,003.	-32,393.	168,829.		
d Grants or scholarships					
e Other expenditures for facilities and programs	162,060.	130,195.	147,392.	2,500,000.	
f Administrative expenses					
g End of year balance	6,612,008.	6,358,065.	4,521,437.	2,500,000.	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 on lines 2a, 2b, and 2c should equal 100%.

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

	Yes	No
(i) unrelated organizations		x
(ii) related organizations		x
b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?		

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

Part VI Land, Buildings, and Equipment.

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

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land		5,391,820.		5,391,820.
b Buildings		26,728,691.	5,958,270.	20,770,421.
c Leasehold improvements		2,445,030.	1,099,713.	1,345,317.
d Equipment		2,485,792.	1,800,664.	685,128.
e Other				

Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.) 28,192,686.

Part VII Investments - Other Securities.

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

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

Part VIII Investments - Program Related.

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

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

Part IX Other Assets.

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

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

Part X Other Liabilities.

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

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) DEPOSITS HELD IN ESCROW	152,524.
(3) DEFERRED RENT	51,127.
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.) ▶	
	203,651.

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

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

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

1	Total revenue, gains, and other support per audited financial statements		1	8,310,495.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:			
a	Net unrealized gains (losses) on investments	2a	225,450.	
b	Donated services and use of facilities	2b	171,500.	
c	Recoveries of prior year grants	2c		
d	Other (Describe in Part XIII.)	2d		
e	Add lines 2a through 2d	2e	396,950.	
3	Subtract line 2e from line 1		3	7,913,545.
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a		
b	Other (Describe in Part XIII.)	4b	-1,417,860.	
c	Add lines 4a and 4b	4c	-1,417,860.	
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)		5	6,495,685.

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

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

1	Total expenses and losses per audited financial statements		1	12,059,218.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:			
a	Donated services and use of facilities	2a	171,500.	
b	Prior year adjustments	2b		
c	Other losses	2c		
d	Other (Describe in Part XIII.)	2d	1,417,860.	
e	Add lines 2a through 2d	2e	1,589,360.	
3	Subtract line 2e from line 1		3	10,469,858.
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a		
b	Other (Describe in Part XIII.)	4b		
c	Add lines 4a and 4b	4c	0.	
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)		5	10,469,858.

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, 2016, BOARD

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

OPERATING FUND AND \$6,112,008 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, 2016, 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, 2016.

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

Schedule D (Form 990) 2016

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 2013.

PART XI, LINE 4B - OTHER ADJUSTMENTS:

RENTAL EXPENSES REPORTED ON LINE 6B	-1,475,423.
PARKING SERVICE REVENUE REPORTED ON LINE 11	57,563.
TOTAL TO SCHEDULE D, PART XI, LINE 4B	-1,417,860.

PART XII, LINE 2D - OTHER ADJUSTMENTS:

RENTAL EXPENSES REPORTED ON LINE 6B	1,475,423.
PARKING SERVICE REVENUE REPORTED ON LINE 11	-57,563.
TOTAL TO SCHEDULE D, PART XII, LINE 2D	1,417,860.

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

		(a) Event #1	(b) Event #2	(c) Other events	(d) Total events
		(event type)	(event type)	(total number)	(add col. (a) through col. (c))
Revenue	1	Gross receipts			
	2	Less: Contributions			
	3	Gross income (line 1 minus line 2)			
Direct Expenses	4	Cash prizes			
	5	Noncash prizes			
	6	Rent/facility costs			
	7	Food and beverages			
	8	Entertainment			
	9	Other direct expenses			
	10	Direct expense summary. Add lines 4 through 9 in column (d)			
	11	Net income summary. Subtract line 10 from line 3, column (d)			

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

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

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

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

- 11 Does the organization conduct gaming activities with nonmembers? Yes No
- 12 Is the organization a grantor, beneficiary or trustee of a trust, or a member of a partnership or other entity formed to administer charitable gaming? Yes No
- 13 Indicate the percentage of gaming activity conducted in:

a The organization's facility	13a	%
b An outside facility	13b	%

14 Enter the name and address of the person who prepares the organization's gaming/special events books and records:

Name ▶ _____

Address ▶ _____

- 15a Does the organization have a contract with a third party from whom the organization receives gaming revenue? Yes No
- b If "Yes," enter the amount of gaming revenue received by the organization ▶ \$ _____ and the amount of gaming revenue retained by the third party ▶ \$ _____
- c If "Yes," enter name and address of the third party:

Name ▶ _____

Address ▶ _____

16 Gaming manager information:

Name ▶ _____

Gaming manager compensation ▶ \$ _____

Description of services provided ▶ _____

Director/officer Employee Independent contractor

- 17 Mandatory distributions:
 - a Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? Yes No
 - b Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ \$ _____

Part IV Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions

SCHEDULE G, PART I, LINE 2B, LIST OF TEN HIGHEST PAID FUNDRAISERS:

(I) NAME OF FUNDRAISER: VERBUM

(I) ADDRESS OF FUNDRAISER: 313 MILL ST., MILTON, DE 19968

(II) ACTIVITY: LEAD THE 2016 NAT'L CONF. FUNDRAISING EFFORTS & PROVIDED GEN

**SCHEDULE J
(Form 990)**

Compensation Information

OMB No. 1545-0047

2016

Open to Public Inspection

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees
 ▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
 ▶ Attach to Form 990.

Department of the Treasury
Internal Revenue Service

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

Name of the organization

Employer identification number

INDEPENDENT SECTOR

52-1081024

Part I Questions Regarding Compensation

	Yes	No								
<p>1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.</p> <table border="0"> <tr> <td><input type="checkbox"/> First-class or charter travel</td> <td><input type="checkbox"/> Housing allowance or residence for personal use</td> </tr> <tr> <td><input type="checkbox"/> Travel for companions</td> <td><input type="checkbox"/> Payments for business use of personal residence</td> </tr> <tr> <td><input type="checkbox"/> Tax indemnification and gross-up payments</td> <td><input type="checkbox"/> Health or social club dues or initiation fees</td> </tr> <tr> <td><input type="checkbox"/> Discretionary spending account</td> <td><input type="checkbox"/> Personal services (such as, maid, chauffeur, chef)</td> </tr> </table>	<input type="checkbox"/> First-class or charter travel	<input type="checkbox"/> Housing allowance or residence for personal use	<input type="checkbox"/> Travel for companions	<input type="checkbox"/> Payments for business use of personal residence	<input type="checkbox"/> Tax indemnification and gross-up payments	<input type="checkbox"/> Health or social club dues or initiation fees	<input type="checkbox"/> Discretionary spending account	<input type="checkbox"/> Personal services (such as, maid, chauffeur, chef)		
<input type="checkbox"/> First-class or charter travel	<input type="checkbox"/> Housing allowance or residence for personal use									
<input type="checkbox"/> Travel for companions	<input type="checkbox"/> Payments for business use of personal residence									
<input type="checkbox"/> Tax indemnification and gross-up payments	<input type="checkbox"/> Health or social club dues or initiation fees									
<input type="checkbox"/> Discretionary spending account	<input type="checkbox"/> Personal services (such as, maid, chauffeur, chef)									
<p>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>	1b									
<p>2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?</p>	2									
<p>3 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> <table border="0"> <tr> <td><input checked="" type="checkbox"/> Compensation committee</td> <td><input type="checkbox"/> Written employment contract</td> </tr> <tr> <td><input checked="" type="checkbox"/> Independent compensation consultant</td> <td><input checked="" type="checkbox"/> Compensation survey or study</td> </tr> <tr> <td><input checked="" type="checkbox"/> Form 990 of other organizations</td> <td><input checked="" type="checkbox"/> Approval by the board or compensation committee</td> </tr> </table>	<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				
<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>4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:</p> <p>a Receive a severance payment or change-of-control payment?</p>	4a	X								
<p>b Participate in, or receive payment from, a supplemental nonqualified retirement plan?</p>	4b	X								
<p>c 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>	4c	X								
<p>Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.</p>										
<p>5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:</p> <p>a The organization?</p>	5a	X								
<p>b Any related organization?</p> <p>If "Yes" on line 5a or 5b, describe in Part III.</p>	5b	X								
<p>6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:</p> <p>a The organization?</p>	6a	X								
<p>b Any related organization?</p> <p>If "Yes" on line 6a or 6b, describe in Part III.</p>	6b	X								
<p>7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III</p>	7	X								
<p>8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III</p>	8	X								
<p>9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?</p>	9									

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

Schedule J (Form 990) 2016

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

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

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

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1) DANIEL J. CARDINALI CEO	(i)	324,959.	15,000.	655.	0.	4,211.	344,825.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(2) CLAIRE WELLINGTON ILT, SVP GOVERNANCE & SPECIAL PROJ	(i)	237,432.	5,000.	16,397.	16,155.	31,603.	306,587.	13,182.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(3) JEFFREY MOORE ILT, VP STRATEGY	(i)	213,455.	5,000.	15,878.	16,222.	14,292.	264,847.	13,182.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(4) CANDY HILL ILT, VP COMMUNICATIONS	(i)	251,485.	5,000.	17,794.	0.	32,275.	306,554.	13,182.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(5) CAROLYN MOLLEN VP, CFO	(i)	168,568.	0.	15,123.	0.	8,937.	192,628.	8,182.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(6) GEOFFREY PLAGUE VP, PUBLIC POLICY	(i)	182,767.	0.	35,209.	12,377.	9,079.	239,432.	19,091.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(7) AMANDA BROUN VP, PROGRAMS & PRACTICE	(i)	155,158.	0.	15,575.	4,919.	36,873.	212,525.	8,182.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(8) NADINE JALANDONI VP, CONVENINGS & KNOWLEDGE SHARING	(i)	156,165.	0.	15,545.	17,082.	29,484.	218,276.	8,182.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(9) DANIELLE MAXWELL DIRECTOR, TALENT & ADMINISTRATION	(i)	125,356.	0.	15,096.	9,755.	10,342.	160,549.	8,182.
	(ii)	0.	0.	0.	0.	0.	0.	0.
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							

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

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

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

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1) DANIEL J. CARDINALI CEO	(i)	324,959.	15,000.	655.	0.	4,211.	344,825.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(2) CLAIRE WELLINGTON ILT, SVP GOVERNANCE & SPECIAL PROJ	(i)	237,432.	5,000.	16,397.	16,155.	31,603.	306,587.	13,182.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(3) JEFFREY MOORE ILT, VP STRATEGY	(i)	213,455.	5,000.	15,878.	16,222.	14,292.	264,847.	13,182.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(4) CANDY HILL ILT, VP COMMUNICATIONS	(i)	251,485.	5,000.	17,794.	0.	32,275.	306,554.	13,182.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(5) CAROLYN MOLLEN VP, CFO	(i)	168,568.	0.	15,123.	0.	8,937.	192,628.	8,182.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(6) GEOFFREY PLAGUE VP, PUBLIC POLICY	(i)	182,767.	0.	35,209.	12,377.	9,079.	239,432.	19,091.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(7) AMANDA BROUN VP, PROGRAMS & PRACTICE	(i)	155,158.	0.	15,575.	4,919.	36,873.	212,525.	8,182.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(8) NADINE JALANDONI VP, CONVENINGS & KNOWLEDGE SHARING	(i)	156,165.	0.	15,545.	17,082.	29,484.	218,276.	8,182.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(9) DANIELLE MAXWELL DIRECTOR, TALENT & ADMINISTRATION	(i)	125,356.	0.	15,096.	9,755.	10,342.	160,549.	8,182.
	(ii)	0.	0.	0.	0.	0.	0.	0.
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							

Part III Supplemental Information

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

PART I, LINE 7:

CLAIRE WELLINGTON, JEFF MOORE AND CINDY HILL WERE PAID BONUS DUE TO THE

ILT-INTERIM LEADERSHIP TEAM AFTER DIANA AVIV, CEO LEFT THE ORGANIZATION,

DANIEL J CARDINALI RECEIVED A BONUS AS PART OF THE CEO OFFER AND ACCEPTANCE

PROCESS.

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 7:

CLAIRE WELLINGTON, JEFF MOORE AND CINDY HILL WERE PAID BONUS DUE TO THE

ILT-INTERIM LEADERSHIP TEAM AFTER DIANA AVIV, CEO LEFT THE ORGANIZATION.

DANIEL J CARDINALI RECEIVED A BONUS AS PART OF THE CEO OFFER AND ACCEPTANCE

PROCESS.

Supplemental Information on Tax-Exempt Bonds

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 24a. Provide descriptions, explanations, and any additional information in Part VI.

▶ Attach to Form 990. ▶ Information about Schedule K (Form 990) and its instructions is at www.irs.gov/form990.

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Part I Bond Issues											
(a) Issuer name	(b) Issuer EIN	(c) CUSIP #	(d) Date issued	(e) Issue price	(f) Description of purpose	(g) Defeased		(h) On behalf of issuer		(i) Pooled financing	
						Yes	No	Yes	No	Yes	No
A DISTRICT OF COLUMBIA	56-6001131	NONE	06/04/13	11,600,000	TO REFINANCE PURCHASE OF HEADQUARTERS BUILDING		X		X		X
B											
C											
D											

Part II Proceeds									
	A		B		C		D		
1 Amount of bonds retired	1,185,329								
2 Amount of bonds legally defeased									
3 Total proceeds of issue	11,600,000								
4 Gross proceeds in reserve funds									
5 Capitalized interest from proceeds									
6 Proceeds in refunding escrows									
7 Issuance costs from proceeds									
8 Credit enhancement from proceeds									
9 Working capital expenditures from proceeds									
10 Capital expenditures from proceeds									
11 Other spent proceeds	11,600,000								
12 Other unspent proceeds									
13 Year of substantial completion	2013								
	Yes	No	Yes	No	Yes	No	Yes	No	
14 Were the bonds issued as part of a current refunding issue?	X								
15 Were the bonds issued as part of an advance refunding issue?		X							
16 Has the final allocation of proceeds been made?	X								
17 Does the organization maintain adequate books and records to support the final allocation of proceeds?	X								

Part III Private Business Use									
	A		B		C		D		
	Yes	No	Yes	No	Yes	No	Yes	No	
1 Was the organization a partner in a partnership, or a member of an LLC, which owned property financed by tax-exempt bonds?	X								
2 Are there any lease arrangements that may result in private business use of bond-financed property?		X							

Part III Private Business Use (Continued)

	A		B		C		D	
	Yes	No	Yes	No	Yes	No	Yes	No
3a Are there any management or service contracts that may result in private business use of bond-financed property?		X						
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?								
c Are there any research agreements that may result in private business use of bond-financed property?		X						
d 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?								
4 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 government00 %		%		%		%
5 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 government00 %		%		%		%
6 Total of lines 4 and 500 %		%		%		%
7 Does the bond issue meet the private security or payment test?		X						
8a 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 If "Yes" to line 8a, enter the percentage of bond-financed property sold or disposed of				%		%		%
c If "Yes" to line 8a, was any remedial action taken pursuant to Regulations sections 1.141-12 and 1.145-2?								
9 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
1 Has the issuer filed Form 8038-T, Arbitrage Rebate, Yield Reduction and Penalty in Lieu of Arbitrage Rebate?		X						
2 If "No" to line 1, did the following apply?								
a Rebate not due yet?		X						
b Exception to rebate?		X						
c No rebate due?	X							
If "Yes" to line 2c, provide in Part VI the date the rebate computation was performed								
3 Is the bond issue a variable rate issue?		X						
4a Has the organization or the governmental issuer entered into a qualified hedge with respect to the bond issue?		X						
b Name of provider								
c Term of hedge								
d Was the hedge superintegrated?								
e 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.

OMB No. 1545-0047

2016
Open to Public
Inspection

Name of the organization <u>INDEPENDENT SECTOR</u>	Employer identification number <u>52-1081024</u>
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FORM 990, PART I, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

PARTNERING WITH GOVERNMENT, BUSINESS, AND INDIVIDUALS TO ADVANCE THE
COMMON GOOD.

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

WE BEGAN OUR 2016 ELECTION INITIATIVE IN JANUARY BY COMMISSIONING
QUALITATIVE AND QUANTITATIVE RESEARCH OF AMERICAN VOTERS NATIONALLY AND
IN KEY BATTLEGROUND STATES. THIS RESEARCH REVEALED THE DEEP BIPARTISAN
SUPPORT ENJOYED BY THE SECTOR. DRAWING ON THIS RESEARCH, WE DEVELOPED
KEY MESSAGE POINTS AND SEVERAL BROAD POLICY RECOMMENDATIONS THAT WE
USED TO ENGAGE DIRECTLY WITH THE DEMOCRATIC AND REPUBLICAN 2016
PRESIDENTIAL CANDIDATES AND THEIR STAFFS THROUGHOUT THE ELECTION
SEASON. THE DATA AND OUR MESSAGES WERE PUBLISHED IN OUR OCTOBER 2016
REPORT, UNITED FOR CHARITY.

WE RESPONDED WITH OUR PARTNERS TO NEW POLICY CHALLENGES AS THEY AROSE,
INCLUDING: LEADING A CAMPAIGN TO OPPOSE A PROPOSED IRS CHANGE TO GIFT
SUBSTANTIATION RULES, WHICH THE IRS SUBSEQUENTLY WITHDREW ITS PROPOSED
CHANGES; WORKING WITH THE DEPARTMENT OF LABOR TO CREATE
NONPROFIT-SPECIFIC GUIDANCE FOR IMPLEMENTATION OF NEW OVERTIME
REGULATIONS, INCLUDING WEBINARS HELD WITH DOL THAT WERE VIEWED BY OVER
6,000 NONPROFITS; AND PREPARING FOR COMPREHENSIVE TAX REFORM IN 2017 BY
ENGAGING WITH OUR MEMBERS AND KEY TAX WRITING COMMITTEES TO EXPLORE
OPPORTUNITIES FOR EXPANDING CHARITABLE GIVING INCENTIVES.

IN ADDITION TO ENGAGING IN ADVOCACY ON BEHALF OF THE SECTOR, WE ALSO

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

Schedule O (Form 990 or 990-EZ) (2016)

632211 08-25-16

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CONTINUED TO PROVIDE ORGANIZATIONS AND INDIVIDUALS WITH TOOLS AND STRATEGIES TO ENGAGE IN MORE EFFECTIVE ADVOCACY THEMSELVES, MORE THAN 100 ATTENDEES CONVENED AT OUR PUBLIC POLICY ACTION INSTITUTE, HELD IN CONJUNCTION WITH OUR ANNUAL CONFERENCE IN NOVEMBER 2016, TO LEARN ADVOCACY BEST PRACTICES AND DISCUSS HOW 2017 TAX REFORM EFFORTS MAY IMPACT NONPROFITS, SPECIFICALLY AROUND CHARITABLE GIVING, AS WELL AS THE IMPACT OF POLICY SUPPORTING THE 2020 CENSUS. PPAI ATTENDEES PUT THEIR NEW KNOWLEDGE TO WORK AT THE CONFERENCE, JOINING A DIVERSE COALITION OF MORE THAN 150 NONPROFIT LEADERS FOR CAPITOL HILL DAY TO EDUCATE LAWMAKERS DIRECTLY ON THE IMPACT THAT PUBLIC POLICY HAS ON THEIR ORGANIZATIONS' MISSIONS AND THE COLLECTIVE SUCCESS OF OUR SECTOR. OUR ROUTINE COALITION-BUILDING WORK CONTINUED TO INCLUDE MONTHLY LEGISLATIVE UPDATE CALLS, IN-PERSON D.C. ADVOCATES STRATEGY MEETINGS WITH CONGRESSIONAL STAFF, TAX REFORM STRATEGY GROUPS, AND PERIODIC POLICY ALERTS TO ADVANCE POLICIES CRITICAL TO THE WORK OF THE NONPROFIT SECTOR.

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

200 SPEAKERS, THE MEETING FEATURED OVER 30 BREAKOUT 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 31% OF CONFERENCE REGISTRANTS. PLENARY SPEAKERS SPOKE ON THE FUTURE OF OUR DEMOCRACY AND TRENDS AFFECTING THE SECTOR AND SOCIETY. CONFERENCE ATTENDEES VIEW THE CONFERENCE AS A WAY TO EXPAND THEIR PROFESSIONAL NETWORK AS WELL AS TO GAIN NEW THINKING.

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SKILLS AND PRACTICES TO IMPROVE THEIR WORK,

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

HIGHLY ACCOMPLISHED SECTOR LEADER WHO HAS ALREADY DEMONSTRATED

SIGNIFICANT IMPACT IN ADDRESSING SOCIETY'S CRITICAL NEEDS,

IS CONDUCTED FOUR NGEN COMMUNITY DIGITAL LEARNING EVENTS IN 2016. THE

"NGEN EXPERIENCE" PRE-CONFERENCE PROGRAM AND NETWORKING OPPORTUNITIES

ENGAGING MORE THAN 200 EMERGING LEADERS AT THE IS CONFERENCE, IS HOSTED

NGEN NETWORKING RECEPTIONS AT THE YOUNG NONPROFIT PROFESSIONALS NETWORK

AND EMERGING PRACTITIONERS IN PHILANTHROPY CONFERENCES, ENGAGING MORE

THAN 250 EMERGING LEADERS.

C-SUITE: IS CONTINUED THE C-SUITE LEADERSHIP PROGRAM, WHICH TARGETS

SENIOR LEADERS WHO REPORT TO THE CEO. IN 2016, IS CO-HOSTED C-SUITE

REGIONAL EVENTS IN COLORADO SPRINGS, CLEVELAND, AND SAN FRANCISCO,

SERVING MORE THAN 100 SENIOR EXECUTIVES. IS CONDUCTED TWO C-SUITE

DIGITAL LEARNING EVENTS, AND A C-SUITE TRACK AND NETWORKING RECEPTION

AT THE IS CONFERENCE.

ETHICS AND ACCOUNTABILITY: IN 2016, IS CONTINUED TO PROMOTE THE

'PRINCIPLES FOR GOOD GOVERNANCE AND ETHICAL PRACTICE', SINCE ITS

RELEASE IN FEBRUARY 2015, THE IS PRINCIPLES HAVE BEEN BROADLY

DISSEMINATED ACROSS THE CHARITABLE SECTOR. IN 2016, THE PRINCIPLES

WEBSITE LANDING PAGE (WWW.PRINCIPLESFORGOOD.COM) HAS AVERAGED NEARLY

3,500 PAGE VIEWS MONTHLY. IS BROUGHT THE PRINCIPLES TO NEW AUDIENCES

THROUGH A SERIES OF ONLINE AND IN PERSON EDUCATIONAL EVENTS. IS

PRESENTED A DIGITAL LEARNING EVENT ON ETHICS AND FUNDRAISING IN THE

FACE OF CHANGING TECHNOLOGY IN JUNE 2016. IS STAFF ALSO SPOKE AT SEVEN

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SECTOR CONFERENCES IN 2016, INCLUDING THE AFP INTERNATIONAL FUNDRAISING CONFERENCE, THE COUNCIL ON FOUNDATIONS 2016 ANNUAL CONFERENCE, THE NAAG (NATIONAL ASSOCIATION OF ATTORNEYS GENERAL) / NASCO (NATIONAL ASSOCIATION OF STATE CHARITY OFFICIALS) CONFERENCE, AND THE GREATER WASHINGTON SOCIETY OF CPA'S NONPROFIT SYMPOSIUM.

ADDITIONAL ISSUES FACING THE SECTOR: IN 2016, IS DEVELOPED NEW RESOURCES AND PUBLICATIONS RESPONDING TO FEEDBACK ABOUT CHALLENGES THAT CHARITABLE ORGANIZATIONS FACE IN MEETING THEIR MISSION. IS LAUNCHED ONLINE RESOURCE CENTERS THAT SHARE THE SECTOR'S BEST THINKING AND RESOURCES ON THREE CRITICAL SECTOR CHALLENGES: DIVERSITY, EQUITY, AND INCLUSION (DEI), NONPROFIT CAPITAL, AND CROSS SECTOR COLLABORATION. RESOURCES WERE CURATED IN PARTNERSHIP WITH ORGANIZATIONS WITH DEEP EXPERTISE IN EACH ISSUE AREA.

IS ALSO EXPLORED ONE CRITICAL ISSUE IN-DEPTH: THE POWER DYNAMIC BETWEEN FUNDERS AND GRANTEES. IN FALL 2016, IS PUBLISHED A SERIES OF EIGHT CASE STUDIES - CALLED MODEL PARTNERSHIPS FOR IMPACT - THAT SHOWCASE A GRANTEE AND FUNDER PAIR WHO EXEMPLIFY HEALTHY RELATIONSHIPS AND ILLUMINATE THE PRACTICES AND BEHAVIORS THAT CONTRIBUTE TO A POSITIVE POWER DYNAMIC. IS ALSO USED A HUMAN-CENTERED DESIGN PROCESS TO DEVELOP PROTOTYPES FOR TOOLS TO HELP ORGANIZATIONS TO BUILD AND SUSTAIN HEALTHIER FUNDER-GRANTEE RELATIONSHIPS. THROUGH THE TOOL DESIGN PROCESS, IS LEARNED MANY IMPORTANT LESSONS ABOUT THE COMPLEXITIES OF THE POWER DYNAMIC, AND ULTIMATELY DECIDED NOT TO PURSUE DEVELOPMENT OF THE TOOL PROTOTYPES. IS SHARED LESSONS LEARNED THROUGH A BLOG SERIES, WRITTEN IN DECEMBER 2016.

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

NETWORKS AND MEMBER ENGAGEMENT - THE IS MEMBERSHIP IS A LEADERSHIP

NETWORK OF OVER 500 ORGANIZATIONS REPRESENTING A CROSS-SECTION OF THE

CHARITABLE COMMUNITY INCLUDING LOCAL, REGIONAL AND NATIONAL PUBLIC

CHARITIES, FOUNDATIONS, CORPORATE GIVING PROGRAMS, AND OTHER

ORGANIZATIONS COMMITTED TO ADVANCING THE COMMON GOOD. WE ENGAGE MEMBERS

OF DIFFERENT TYPES, SIZES, MISSION AREAS, AND GEOGRAPHIES, AND INVOLVE

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 AND DEVELOPING ESTABLISHED AND EMERGING

LEADERS, AND PROMOTING GOOD GOVERNANCE STANDARDS. MEMBERS ARE INFORMED

THROUGH OUR DAILY AND PERIODIC COMMUNICATIONS, AND THROUGH REPORTS ON

RELEVANT TOPICS PROVIDING INSIGHT INTO THE FORCES SHAPING THE

CHARITABLE COMMUNITY. MEMBERS ARE ENGAGED THROUGH COMMITTEES, ONLINE

AND IN-PERSON EVENTS, AND AT OUR ANNUAL CONFERENCE WHERE THEY BRING

THEIR THOUGHT LEADERSHIP AND EXPERTISE, AS WELL AS THEIR DESIRE TO

FURTHER DEVELOP THEIR SKILLS AND KNOWLEDGE AND CONNECT WITH OTHER

CHANGEMAKERS.

DURING 2016, MUCH OF IS' PROGRAMS AND POLICY WORK WAS INFORMED BY

INSIGHTS REVEALED THROUGH OUR THREADS COMMUNITY CONVERSATIONS

INITIATIVE IN 2015. WE INTEGRATED MANY OF THESE INSIGHTS INTO A NEW

STRATEGIC FRAMEWORK FOR INDEPENDENT SECTOR COMPRISED OF THREE SPECIFIC

STRATEGIC DRIVERS - COMMUNITY BUILDER, SECTOR ENABLER, AND POLICY

LEADER. WITH THESE DRIVING STRATEGIES, WE CAN DO BETTER AT DOING GOOD

BY WORKING TOGETHER, HELP THE SECTOR TELL ITS STORY AND DEMONSTRATE ITS

IMPACT, AND PLAY A POSITIVE AND PROACTIVE ROLE IN HELPING TO DEVELOP

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AND SUPPORT POLICIES THAT ADVANCE THE COMMON GOOD.

EXPENSES \$ 581,560. INCLUDING GRANTS OF \$ 0. REVENUE \$ 0.

COMMUNICATIONS - INDEPENDENT SECTOR WORKS TO COMMUNICATE THE VALUE OF THE CHARITABLE COMMUNITY TO THE MEDIA, ELECTED OFFICIALS, THE PUBLIC, AND STAFF AT PUBLIC CHARITIES AND FOUNDATIONS WHILE EDUCATING ITS MEMBERSHIP AND AUDIENCES ACROSS THE SOCIAL GOOD SPACE ON EMERGING CHALLENGES, OPPORTUNITIES, AND TRENDS. IN 2016, COVERAGE OF IS ACTIVITIES APPEARED MORE THAN 1,000 TIMES IN NATIONAL OUTLETS INCLUDING FORBES, BLOOMBERG, REUTERS, US NEWS & WORLD REPORT, CHICAGO TRIBUNE, THE BOSTON GLOBE, AND HARVARD BUSINESS REVIEW. IS ALSO GARNERED VISIBILITY IN TRADE PUBLICATIONS SUCH AS THE CHRONICLE OF PHILANTHROPY, THE NONPROFIT TIMES, NONPROFIT QUARTERLY, AND STANFORD SOCIAL INNOVATION REVIEW. MEDIA REPRESENTATIVES LOOK TO IS FOR EXPERTISE ON VOLUNTEERING, ETHICS AND ACCOUNTABILITY, AND PUBLIC POLICY ISSUES, PARTICULARLY ON ISSUES OF TAX AND FISCAL POLICY AFFECTING THE CHARITABLE COMMUNITY. THE 33% INCREASE FROM 2015 WAS DUE TO THE ANNOUNCEMENT AND ONBOARDING OF OUR NEW CEO IN FEBRUARY AND JULY, RESPECTIVELY. VISIBILITY WAS ALSO BOLSTERED BY THE HIRE OF A NEW COO IN AUGUST.

INDEPENDENT SECTOR CONTINUES TO SERVE AS A SOURCE OF BEST PRACTICES, STRATEGIES, AND EMERGENT TRENDS TO THE CHARITABLE COMMUNITY, AND A FORUM TO DISCUSS THEM. CEO DAN CARDINALI SPOKE AT MORE THAN 10 HIGH-VISIBILITY EVENTS BETWEEN JULY AND DECEMBER 2016. WE ARE ALSO CONTINUALLY IMPROVING OUR DIGITAL PRESENCE, USER EXPERIENCE, CIRCULATION OF KEY INFORMATION, AND OPPORTUNITIES FOR ENGAGEMENT. IN

2016, IS COMPLETED A REDESIGN OF ITS WEBSITE AND DIGITAL STRATEGY. THE

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FIRST TWO PHASES OF THE WEBSITE WERE COMPLETED IN 2015 AND THE WEBSITE LAUNCHED AT THE BEGINNING OF 2017. INDEPENDENT SECTOR'S COLLECTIVE SOCIAL AUDIENCE INCREASED BY NEARLY 4,000 IN 2016-CONCLUDING THE YEAR WITH 31,755 TWITTER FOLLOWERS, 8,178 FACEBOOK PAGE LIKES, AND 2,867 FOLLOWERS ON LINKEDIN. INDEPENDENT SECTOR ALSO CONTINUED ITS ONE-YEAR PILOT OF ISQ, A QUARTERLY MAGAZINE TELLING STORIES FROM AROUND THE CHARITABLE COMMUNITY. STORIES FROM THE THREE ISQ ISSUES PUBLISHED OVER THE COURSE OF 2016 ARE NOW FEATURED PROMINENTLY AS "STORIES FROM THE SECTOR" ON THE HOMEPAGE OF OUR REDESIGNED WEBSITE. EXPENSES \$ 1,108,959. INCLUDING GRANTS OF \$ 0. REVENUE \$ 0.

LEADERSHIP FOR THE FUTURE - BUILDING ON EFFORTS FIRST INITIATED IN LATE 2013 AND CULMINATING WITH A BOARD APPROVED STRATEGIC FRAMEWORK IN APRIL OF 2016, INDEPENDENT SECTOR USED 2016 TO FURTHER REFINE AND EXECUTE ON PLANS TO IMPLEMENT THE BOARD-APPROVED STRATEGY. IS ALSO BROUGHT ON A NEW CEO IN 2016, AND A GOOD PORTION OF THE YEAR WAS DEDICATED ALLOWING THE SENIOR TEAM TO DETERMINE HOW BEST TO ADVANCE THE NEW STRATEGY AND IMBED IT IN THE PROGRAMMATIC ACTIVITIES OF THE ORGANIZATION. THE CORE STRATEGIC FRAMEWORK ARTICULATES THREE PRIMARY DRIVERS FOR THE ONGOING EFFORTS OF THE ORGANIZATION:

-COMMUNITY BUILDER: IS WILL CONTINUE TO GATHER THE DIVERSE PLAYERS THAT MAKE UP THE SOCIAL SECTOR, USING SUCH OPPORTUNITIES TO BUILD RELATIONSHIPS, KNOWLEDGE, CONNECTION ACROSS SECTORS, AND ACTION-BASED LEARNING. WE ALSO AIM TO USE OUR CONVENING AS AN OPPORTUNITY TO BUILD THE COLLECTIVE VOICE AND CORE STORY OF OUR SECTOR AND ITS ROLE IN AMERICAN LIFE AND IMPACT ON CIVIL SOCIETY.

- POLICY LEADER: IS WILL CONTINUE IN ITS FEDERAL POLICY EFFORTS.

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WORKING TO ENGAGE THE POLICY MAKING COMMUNITY IN WAYS THAT PROMOTE AND PROTECT THE ROLE OF THE SECTOR AND CREATE GREATER OPPORTUNITY FOR CROSS SECTOR COLLABORATION. IS WILL ALSO CONTINUE ITS WORK TO EMPOWER ORGANIZATIONS ACROSS THE SECTOR AS MORE EFFECTIVE POLICY ADVOCATES.

- SECTOR ENABLER: IS WILL IDENTIFY A SMALL NUMBER OF ISSUE AREAS WHERE THERE ARE STRUCTURAL OR OTHER CHALLENGES THAT IMPEDE PROGRESS IN THE SECTOR, OR OPPORTUNITIES THAT OFFER THE POTENTIAL TO SCALE IMPACT. WE EXPECT A LIMITED NUMBER OF COLLABORATIVE "WORK STREAMS" WILL BE LAUNCHED IN 2017 TO PILOT NEW APPROACHES TO SOLVING THESE CHALLENGES OR LEVERAGING OPPORTUNITIES.

DURING 2016, THE GOVERNANCE & SPECIAL PROJECTS (GSP) TEAM CONTINUED TO SUPPORT THE BOARD OF DIRECTORS' STRATEGIC LEADERSHIP AND OVERSIGHT OF THE ORGANIZATION. THE TEAM SUPPORTED THE EARLY-STAGE IMPLEMENTATION OF THE NEW STRATEGIC VISION, AND HELPED ENSURE THAT THE BOARD WAS APPROPRIATELY ENGAGED AND POSITIONED TO PLAY ITS VITAL LEADERSHIP ROLE RELATIVE TO SETTING THE ORGANIZATION'S PATH TO THE FUTURE. 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 PUBLIC POLICY WORK. AS THE SECTOR AND ITS LEADERS FACE INCREASINGLY COMPLEX CHALLENGES IN A CONSTANTLY SHIFTING ENVIRONMENT, IN 2016 IS LEVERAGED ITS ANNUAL BUSINESS MEETING TO UPDATE STAKEHOLDERS ON THE PROGRESS IS HAS MADE TO TAKE ITS NEW STRATEGY "OUT INTO THE WORLD" IN WAYS THAT ARE RESPONSIVE TO SECTOR

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NEEDS.

THROUGH THE CONTINUED EXECUTION OF THE JOHN W. GARDNER LEADERSHIP AWARD PROGRAM, THE GOVERNANCE & SPECIAL PROJECTS TEAM CONTINUED TO STRENGTHEN IS'S COMMITMENT TO IDENTIFYING AND ACKNOWLEDGING OUTSTANDING SECTOR LEADERSHIP. IS'S RECOGNITION IN 2016 OF BRYAN STEVENSON, FOUNDER AND EXECUTIVE DIRECTOR, EQUAL JUSTICE INITIATIVE, ONCE AGAIN HIGHLIGHTED AN EXCEPTIONAL SECTOR LEADER WHOSE WORK HAS TRANSCENDED THEIR FIELD AND HAS 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 \$ 712,310. 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.

Name of the organization INDEPENDENT SECTOR	Employer identification number 52-1081024
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FORM 990, PART VI, SECTION B, LINE 11B:

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 DIRECTORS HAVE THE 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.

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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 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 BOARD 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 PRESIDENT'S 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

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

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, AL

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	12,243.
MANAGEMENT AND GENERAL EXPENSES	6,808.
FUNDRAISING EXPENSES	1,907.
TOTAL EXPENSES	20,958.

INDEPENDENT CONTRACTOR:

PROGRAM SERVICE EXPENSES	80,760.
MANAGEMENT AND GENERAL EXPENSES	32,685.
FUNDRAISING EXPENSES	6.
TOTAL EXPENSES	113,451.

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

PROGRAM SERVICE EXPENSES	769,200.
MANAGEMENT AND GENERAL EXPENSES	311,308.
FUNDRAISING EXPENSES	53.
TOTAL EXPENSES	1,080,561.

LEGISLATIVE ASSISTANCE:

PROGRAM SERVICE EXPENSES	149,489.
MANAGEMENT AND GENERAL EXPENSES	60,501.
FUNDRAISING EXPENSES	10.
TOTAL EXPENSES	210,000.

SPEAKERS, SERVICE BUREAUS, AND OTHER:

PROGRAM SERVICE EXPENSES	17,778.
MANAGEMENT AND GENERAL EXPENSES	7,195.
FUNDRAISING EXPENSES	1.
TOTAL EXPENSES	24,974.

TOTAL OTHER FEES ON FORM 990, PART IX, LINE 11G, COL A	1,449,944.
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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

2016. INDEPENDENT SECTOR'S BOARD TERM BEGINS AT THE ANNUAL BUSINESS

MEETING HELD DURING THE IS ANNUAL CONFERENCE IN THE FALL.

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.

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	2,664,014.	38,631,319.	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

Part III Identification of Related Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a partnership during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	

Part IV Identification of Related Organizations Taxable as a Corporation or Trust. Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a corporation or trust during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity?	
								Yes	No

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.

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

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.**

Electronic filing (e-file). You can electronically file Form 8868 to request a 6-month automatic extension of time to file any of the forms listed below with the exception of Form 8870, Information Return for Transfers Associated With Certain Personal Benefit Contracts, for which an extension request must be sent to the IRS in paper format (see instructions). For more details on the electronic filing of this form, visit www.irs.gov/efile, click on Charities & Non-Profits, and click on e-file for Charities and Non-Profits.

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

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

Type or print <small>File by the due date for filing your return. See instructions.</small>	Name of exempt organization or other filer, see instructions. INDEPENDENT SECTOR	Enter filer's identifying number Employer identification number (EIN) or 52-1081024
	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) 0 1

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 6-month extension of time until **NOVEMBER 15, 2017**, to file the exempt organization return for the organization named above. The extension is for the organization's return for:

▶ calendar year **2016** 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

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

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

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