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Form 990

Return of Organization Exempt From Income Tax

OMB No 1545-0047

2016

Open to Public Inspection

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

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

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

Department of the Treasury
Internal Revenue Service

A For the 2016 calendar year, or tax year beginning 01-01-2016 , and ending 12-31-2016

B Check if applicable

☐ Address change

☐ Name change

☐ Initial return

☐ Final

☒ Return/terminated

☐ Amended return

☐ Application pending

C Name of organization

THIRD WAY

Doing business as

Number and street (or P O box if mail is not delivered to street address)

1025 CONNECTICUT AVE NW NO 501

Room/suite

City or town, state or province, country, and ZIP or foreign postal code

WASHINGTON, DC 20036

F Name and address of principal officer

JONATHAN COWAN

1025 CONNECTICUT AVE NW NO 501

WASHINGTON, DC 20036

H(a) Is this a group return for subordinates?

☐ Yes ☒ No

H(b) Are all subordinates included?

☐ Yes ☐ No

If "No," attach a list (see instructions)

H(c) Group exemption number ▶

I Tax-exempt status

☐ 501(c)(3)

☒ 501(c) (4) ◀ (insert no)

☐ 4947(a)(1) or

☐ 527

J Website: ▶ WWW THIRDWAY ORG

K Form of organization

☒ Corporation

☐ Trust

☐ Association

☐ Other ▶

L Year of formation 2004

M State of legal domicile DC

Part I Summary

Activities & Governance

1 Briefly describe the organization's mission or most significant activities

TO RESEARCH AND DEVELOP CENTRIST POLICY IDEAS

2 Check this box ☐ 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)

33

4 Number of independent voting members of the governing body (Part VI, line 1b)

32

5 Total number of individuals employed in calendar year 2016 (Part V, line 2a)

71

6 Total number of volunteers (estimate if necessary)

32

7a Total unrelated business revenue from Part VIII, column (C), line 12

0

7b Net unrelated business taxable income from Form 990-T, line 34

0

Revenue

8 Contributions and grants (Part VIII, line 1h)

10,382,480

9 Program service revenue (Part VIII, line 2g)

0

10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)

511,332

11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)

0

12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)

10,893,812

10,405,228

Expenses

13 Grants and similar amounts paid (Part IX, column (A), lines 1–3)

25,350

0

14 Benefits paid to or for members (Part IX, column (A), line 4)

5,335,902

5,275,673

15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)

165,916

156,000

16a Professional fundraising fees (Part IX, column (A), line 11e)

b Total fundraising expenses (Part IX, column (D), line 25) ▶221,544

17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)

3,390,785

3,272,825

18 Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25)

8,917,953

8,704,498

19 Revenue less expenses Subtract line 18 from line 12

1,975,859

1,700,730

Net Assets or Fund Balances

20 Total assets (Part X, line 16)

25,545,386

27,962,854

21 Total liabilities (Part X, line 26)

526,340

372,133

22 Net assets or fund balances Subtract line 21 from line 20

25,019,046

27,590,721

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

2017-05-11

Date

JONATHAN COWAN PRESIDENT

Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name

DAVID JONES

Preparer's signature

DAVID JONES

Date

Check ☐ if self-employed

PTIN P01361002

Firm's name ▶ JONES MARESCA & MCQUADE PA

Firm's EIN ▶ 52-1853933

Firm's address ▶ 1730 RHODE ISLAND AVE NW SUITE 800

WASHINGTON, DC 20036

Phone no (202) 296-3306

May the IRS discuss this return with the preparer shown above? (see instructions)

☒ Yes ☐ No

For Paperwork Reduction Act Notice, see the separate instructions.

Cat No 11282Y

Form 990 (2016)

Part III

Statement of Program Service Accomplishments

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

☐

1

Briefly describe the organization's mission

TO RESEARCH AND DEVELOP CENTRIST POLICY IDEAS

2

Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?

☐ Yes

☒ No

If "Yes," describe these new services on Schedule O

3

Did the organization cease conducting, or make significant changes in how it conducts, any program services?

☐ Yes

☒ No

If "Yes," describe these changes on Schedule O

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 \$ 2,233,063 including grants of \$) (Revenue \$)

ECONOMICS PROGRAM - PLEASE NOTE THAT FOR THIS PROGRAM, AND FOR ALL OF THE ORGANIZATION'S PROGRAMS, ALL REPORTS DEVELOPED BY THIRD WAY ARE MADE AVAILABLE TO THE GENERAL PUBLIC THROUGH ITS WEBSITE WWW.THIRDWAY.ORG. IN 2016, THE ECONOMIC PROGRAM HAD A NUMBER OF SIGNIFICANT EXEMPT PURPOSE ACHIEVEMENTS, INCLUDING 1. DEBUNKING POPULISM: DEVELOPED A SERIES OF REPORTS ANALYZING HOW ECONOMIC POPULISM WOULD NOT LEAD TO PROSPERITY FOR THE MIDDLE CLASS. ONE REPORT SHOWED HOW THE PLAN TO EXPAND SOCIAL SECURITY FOR EVERYONE WOULD GIVE FIVE TIMES MORE TO THE WEALTHY THAN THE POOR, AND THESE BENEFIT INCREASES TO THE RICH WOULD CROWD OUT NEW INVESTMENTS IN KIDS, RESEARCH, AND INFRASTRUCTURE. OTHER WORK SHOWED HOW POPULIST POLICIES WOULD NEGATIVELY AFFECT THE PURCHASING POWER OF MIDDLE CLASS FAMILIES AS WELL AS INCREASE TAXES ON MIDDLE CLASS FAMILIES BY \$6,500. 2. 21ST CENTURY ECONOMIC AGENDA: WE DEVELOPED DETAILED, INDIVIDUAL REPORTS ON A NUMBER OF POLICIES, INCLUDING A REGIONAL MINIMUM WAGE BASED ON COST OF LIVING, INNOVATIVE WAYS TO BOOST SMALL BUSINESS EXPORTS TO FAST-GROWING FOREIGN MARKETS, A PHASED LEAVE PROGRAM FOR NEW PARENTS, A NATIONAL SKILLS DEVELOPMENT PROGRAM THAT INCREASES TRAINING AND RETRAINING VIABILITY, AND WAYS TO STREAMLINE THE CERTIFICATION PROCESS FOR U.S. VETERANS LOOKING TO TRANSITION TO JOBS ONCE THEY DEPART THE MILITARY. 3. TRADE: DEVELOPED A SERIES OF REPORTS THAT ANALYZED THE TRANS-PACIFIC PARTNERSHIP TRADE DEAL. ANALYSIS INCLUDED NEW DATA ON HOW MODERN TRADE DEALS ARE EFFECTIVE AS WELL AS SEPARATE REPORTS ON HOW THE TRADE DEAL IMPACTS U.S. AGRICULTURE, THE ENVIRONMENT, AND LABOR.

4b

(Code) (Expenses \$ 2,014,232 including grants of \$) (Revenue \$)

SOCIAL POLICY AND POLITICS. IN 2016, THE SOCIAL POLICY AND POLITICS PROGRAM HAD A NUMBER OF SIGNIFICANT EXEMPT PURPOSE ACHIEVEMENTS, INCLUDING 1. HIGHER EDUCATION: WE RELEASED A SERIES OF MAJOR REPORTS ON THE COLLEGE QUALITY AND COMPLETION CRISIS THAT GAINED SIGNIFICANT PRESS COVERAGE AND DROVE A POLICY CONVERSATION ABOUT HOW TO USE TAXPAYER INVESTMENTS IN HIGHER EDUCATION TO ACHIEVE BETTER OUTCOMES FOR STUDENTS. WE ALSO WORKED WITH THE GATES FOUNDATION TO CONDUCT A MOVEMENT ANALYSIS OF THE MAJOR PLAYERS IN THE HIGHER EDUCATION REFORM SPACE AND CHART OUT A PATH TO SIGNIFICANTLY INCREASE THEIR IMPACT OVER THE NEXT THREE TO FIVE YEARS, CULMINATING IN THE PRODUCTION OF A COMPREHENSIVE STRATEGIC PLAN FOR TRANSFORMING HIGHER EDUCATION ADVOCACY AT THE FEDERAL LEVEL TO FORCE POLICY CHANGES THAT WILL IMPROVE STUDENT OUTCOMES. 2. SOCIAL POLICY: WE RELEASED A MAJOR REPORT REVIEWING STATE LAWS THAT HAVE LEGALIZED MARIJUANA FOR MEDICAL OR RECREATIONAL USE AND INVESTIGATING HOW WELL EACH WAS PROTECTING FEDERAL INTERESTS. WE IDENTIFIED AND HIGHLIGHTED A MODEL STATE IN TERMS OF POLICY FOR EACH FEDERAL INTEREST AT STAKE AND URGED OTHER STATES THAT ARE CONSIDERING LEGALIZATION TO FOLLOW THAT LEAD. WE CALLED ATTENTION TO THE FACT THAT NO STATE IS SUFFICIENTLY PROTECTING ALL OF THE INTERESTS AT PLAY, AND EACH HAS SIGNIFICANT HOLES IN ITS REGULATORY SYSTEM. THIS REPORT WAS THE FIRST-EVER COMPREHENSIVE LOOK AT THESE STATE REGULATORY SYSTEMS, AND IT MADE THIRD WAY A GO-TO SOURCE OF ADVICE FOR POLICYMAKERS TRYING TO NAVIGATE THIS NEW TERRAIN IN THE MOST RESPONSIBLE WAY POSSIBLE. 3. MODERATE POLITICS: TO ACCOMPLISH THE GOAL OF BETTER UNDERSTANDING AMERICANS IN THE POLITICAL MIDDLE, WE UNDERTOOK A MAJOR POLL TO UNCOVER HOW THEY VIEW THE ECONOMY AND THE ECONOMIC PROBLEMS IN THEIR OWN LIVES. WE FOUND THAT AMERICANS IN THE MIDDLE, BOTH IDEOLOGICALLY AND ECONOMICALLY, DON'T SEE THEMSELVES AS VICTIMS OF MALFEASANCE. THEY THINK THE WORLD IS DIVIDED BETWEEN HAVES AND HAVE NOTS BUT CONSIDER THEMSELVES THE FORMER, AND THEY BELIEVE THAT THEIR ECONOMIC STRUGGLES ARE CAUSED BY A DRASTICALLY CHANGING WORLD-NOT BAD ACTORS WHO PROFIT FROM THEIR FAILURE. WE CALLED ATTENTION TO THE FACT THAT WHAT THEY WANT FROM GOVERNMENT IS THE SKILLS AND TOOLS THEY NEED TO SUCCEED IN THE NEW ECONOMY. WE ALSO IDENTIFIED AND STUDIED THE 90 SWING PURPLE DISTRICTS THAT FREQUENTLY DETERMINE WHICH PARTY CONTROLS THE HOUSE OF REPRESENTATIVES, CONDUCTING AN EXTENSIVE SERIES OF BRIEFINGS TO ILLUSTRATE THAT PURPLE DISTRICTS ARE SIGNIFICANTLY DIFFERENT THAN THE BLUE OR RED DISTRICTS. WE RELEASED THREE IN-DEPTH DISTRICT PROFILES TO PAINT DETAILED PICTURES OF THREE OF THE DISTRICTS AND THE EXPERIENCES OF THOSE WHO LIVE THERE, CALLING INTO STARK RELIEF HOW DIFFERENT THOSE PLACES ARE FROM BIG CITIES OR COASTAL STATES. WE ALSO IDENTIFIED AN INCREASING CONCERN ACROSS THE COUNTRY ABOUT THE INFLUENCE OF MONEY IN POLITICS. TO MEET AMERICANS' FRUSTRATION ON THIS ISSUE, WE LAID OUT AN AGENDA FOR PRAGMATIC REFORM, ENTITLED A "WAY FORWARD ON MONEY IN POLITICS," WHICH OUTLINED THREE WAYS TO MAKE REAL PROGRESS AND RESPOND TO VOTERS' FRUSTRATION WITH THE POLITICAL SYSTEM-WITHOUT NEEDING TO PASS A CONSTITUTIONAL AMENDMENT.

4c

(Code) (Expenses \$ 2,217,198 including grants of \$) (Revenue \$)

IN 2016, THE CLEAN ENERGY PROGRAM HAD A NUMBER OF SIGNIFICANT EXEMPT PURPOSE ACHIEVEMENTS, INCLUDING 1. NUCLEAR POWER: PRODUCED A SERIES OF PAPERS AND REPORTS EXPLAINING HOW AND WHY ADVANCED NUCLEAR TECHNOLOGY IS A CRITICAL COMPONENT OF ANY UNITED STATES STRATEGY TO SUFFICIENTLY REDUCE CARBON EMISSIONS TO ADDRESS CLIMATE CHANGE. ALSO CONDUCTED A COMPREHENSIVE STUDY ON THE RELATIVE COST OF CONTINUED OPERATING THE EXISTING NUCLEAR FLEET, AS A ZERO CARBON ENERGY SOLUTION, COMPARED TO OTHER EMISSIONS-REDUCTION STRATEGIES AND EXPLAINED WHY NUCLEAR POWER IS AMONG THE UNITED STATES' LOWEST-COST ZERO CARBON OPTIONS. 2. INNOVATION: RELEASED A STEP-BY-STEP GUIDE EXPLAINING HOW INNOVATORS, IN THIS INSTANCE REPRESENTING A NEW NUCLEAR START-UP, TAKES AN IDEA FROM CONCEPT TO CONSTRUCTION AND WHERE IN THE PROCESS OF SECURING INVESTMENT, TESTING IDEAS, AND BUILDING DEMONSTRATION FACILITIES, THE FEDERAL GOVERNMENT CAN HAVE AN IMPACT. THIS WAS PART OF A SERIES OF PAPERS HIGHLIGHTING THE NEED FOR MORE FEDERAL SUPPORT FOR INNOVATION, AND THE NEED FOR THE NUCLEAR SECTOR TO FULLY EMBRACE AN "INNOVATION CULTURE." 3. CLIMATE STRATEGY: DEVELOPED AND RELEASED A VIDEO EXPLAINING WHY THE UNITED STATES, AND THE WORLD, NEEDS TO EMBRACE A DIVERSE SET OF ENERGY SOLUTIONS TO ADDRESS CLIMATE CHANGE. ALSO RELEASED A REPORT ON THE EPA CLEAN POWER PLAN THAT CONCLUDED A MASS-BASED APPROACH TO IMPLEMENTATION WOULD PROVIDE STATES THE BROADEST SET OF SOLUTIONS TO REDUCING CARBON EMISSIONS.

(Code) (Expenses \$ 1,041,994 including grants of \$) (Revenue \$)

NATIONAL SECURITY PROGRAM. IN 2016, THE NATIONAL SECURITY PROGRAM HAD A NUMBER OF SIGNIFICANT EXEMPT PURPOSE ACHIEVEMENTS, INCLUDING 1. TERRORISM: DEVELOPED A NARRATIVE FRAMEWORK TO EXPLAIN THE OBAMA ADMINISTRATION'S COUNTERTERRORISM POLICY TO PROVIDE COHERENCE TO THE DISPARATE TACTICS PURSUED OVER THE PAST EIGHT YEARS. OUR INFOGRAPHIC "NARROWING THE TERRORISTS' DESTRUCTIVE CAPABILITY IN THE U.S." PROVIDED A FRAMEWORK FOR EXPLAINING THE OBAMA ADMINISTRATION'S APPROACH OF CONSTRICTING TERRORISTS TO EVER SMALLER DESTRUCTIVE IMPACTS, FROM REMOVING THEIR ACCESS TO NUCLEAR AND CHEMICAL WEAPONS, DESTROYING THEIR SAFE HAVENS, AND DISRUPTING THEIR NETWORKS. THIS LEFT THE U.S. WITH THE HARDEST MOST DIFFICULT NUT TO CRACK, THAT OF STOPPING LONE WOLF ATTACKS. OUR "COUNTERTERRORISM DOSSIER" BECAME A ONE-STOP SHOP FOR THE PUBLIC LOOKING FOR EASY TO DIGEST INFORMATION ABOUT COUNTERTERRORISM. AND OUR WIDELY-READ POST "WHY WE ARE NOT BRUSSELS" BROUGHT REASSURANCE AND CLARITY IN THE WAKE OF THE TERRORIST ATTACKS IN PARIS AND SUBSEQUENT MANHUNT THROUGH BRUSSELS. 2. NATIONAL SECURITY EDUCATION: THE NATIONAL SECURITY PROGRAM PRODUCED THE WIDELY USED "NATIONAL SECURITY DEBATE BOOK" WHICH PROVIDED THE PUBLIC WITH CLEAR, DIGESTIBLE SUMMARIES OF ALL THE MAJOR NATIONAL SECURITY ISSUES THAT AROSE OVER THE 2016 CYCLE, WITH ADVICE ON HOW TO APPROACH THEM FROM A PRAGMATIC PERSPECTIVE. 3. THIRD WAY'S NATIONAL SECURITY PROGRAM HAS TAKEN A LEADING ROLE IN EFFORTS TO REFORM ELECTRONIC SURVEILLANCE STATUTES ALONG A BALANCED APPROACH. WE PRODUCED THE INFLUENTIAL PAPER, "BEYOND PRIVACY AND SECURITY: THE ROLE OF THE U.S. TELECOMMUNICATIONS INDUSTRY IN ELECTRONIC SURVEILLANCE REFORM," WHICH PROVIDED VITAL BACKGROUND AND RECOMMENDATIONS FOR THE UPCOMING ELECTRONIC SURVEILLANCE DEBATE. THE PROGRAM ALSO PRODUCED ANOTHER PAPER, "WHY ELECTRONIC SURVEILLANCE REFORM IS NECESSARY", WHICH WAS CO-PUBLISHED BY BROOKINGS' LAWFARE BLOG AND THIRD WAY.

4d

Other program services (Describe in Schedule O)























(Expenses \$ 1,041,994 including grants of \$) (Revenue \$)

4e

Total program service expenses

7,506,487

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)? If "Yes," complete Schedule A	1	No
2 Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)? 	2	Yes
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I 	3	Yes
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? If "Yes," complete Schedule C, Part II	4	
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? If "Yes," complete Schedule C, Part III 	5	Yes
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? If "Yes," complete Schedule D, Part I 	6	No
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II 	7	No
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III 	8	No
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? If "Yes," complete Schedule D, Part IV 	9	No
10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? If "Yes," complete Schedule D, Part V 	10	No
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? If "Yes," complete Schedule D, Part VI 	11a	Yes
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? If "Yes," complete Schedule D, Part VII 	11b	No
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? If "Yes," complete Schedule D, Part VIII 	11c	No
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? If "Yes," complete Schedule D, Part IX 	11d	No
e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X 	11e	Yes
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)? If "Yes," complete Schedule D, Part X 	11f	Yes
12a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII 	12a	No
b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional 	12b	Yes
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	13	No
14a Did the organization maintain an office, employees, or agents outside of the United States?	14a	No
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? If "Yes," complete Schedule F, Parts I and IV 	14b	Yes
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? If "Yes," complete Schedule F, Parts II and IV 	15	No
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? If "Yes," complete Schedule F, Parts III and IV 	16	No
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? If "Yes," complete Schedule G, Part I (see instructions) 	17	Yes
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II 	18	No
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III 	19	No

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>		No
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		
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>		No
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>		No
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>	Yes	
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>		No
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
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?		
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
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>		No
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>		No
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>		No
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>		No
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>		No
b A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>		No
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>		No
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>		No
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>		No
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		No
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>		No
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>		No
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>	Yes	
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?	Yes	
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>	Yes	
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>		
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>		No
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	Yes	

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

☐

		Yes	No
1a	Enter the number reported in Box 3 of Form 1096 Enter -0- if not applicable	41	
b	Enter the number of Forms W-2G included in line 1a Enter -0- if not applicable	0	
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c	Yes
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	71	
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note: If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)	2b	Yes
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a	No
b	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in Schedule O	3b	
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a	No
b	If "Yes," enter the name of the foreign country See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR)		
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a	No
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b	No
c	If "Yes," to line 5a or 5b, did the organization file Form 8886-T?	5c	
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a	Yes
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b	Yes
7 Organizations that may receive deductible contributions under section 170(c).			
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a	
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b	
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c	
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d	
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e	
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f	
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g	
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h	
8 Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?			
8			
9a	Did the sponsoring organization make any taxable distributions under section 4966?	9a	
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b	
10 Section 501(c)(7) organizations. Enter			
a	Initiation fees and capital contributions included on Part VIII, line 12	10a	
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b	
11 Section 501(c)(12) organizations. Enter			
a	Gross income from members or shareholders	11a	
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them)	11b	
12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?			
12a			
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b	
13 Section 501(c)(29) qualified nonprofit health insurance issuers.			
a	Is the organization licensed to issue qualified health plans in more than one state? Note. See the instructions for additional information the organization must report on Schedule O	13a	
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b	
c	Enter the amount of reserves on hand	13c	
14a Did the organization receive any payments for indoor tanning services during the tax year?			
14a			
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O	14b	No

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 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 ☒

Section A. Governing Body and Management

		Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year		
	If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O		
1b	Enter the number of voting members included in line 1a, above, who are independent		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	Yes	
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?		No
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		No
5	Did the organization become aware during the year of a significant diversion of the organization's assets?		No
6	Did the organization have members or stockholders?		No
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?		No
7b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		No
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
a	The governing body?	Yes	
b	Each committee with authority to act on behalf of the governing body?	Yes	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O.		No

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

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

Section C. Disclosure

17 List the States with which a copy of this Form 990 is required to be filed: CA

18 Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
☐ Own website ☐ Another's website ☒ Upon request ☐ Other (explain in Schedule O)

19 Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records:
 ▶ THE ORGANIZATION 1025 CONNECTICUT AVE NW NO 501 WASHINGTON, DC 20036 (202) 384-1700

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

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, or 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

[illegible]

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 dotted 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			
See Additional Data Table										
1b Sub-Total										
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)								2,078,722	83,654	175,098

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 ▶ **9**

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

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
ELAINE KAMARCK, PO BOX 2341 BREWSTER, MA 02631	CONSULTING SERVICES FOR NEXT IDEAS NETWO	120,000
BOUNDARY STONE PARTNERS 718 7TH ST NW WASHINGTON, DC 20001	CONSULTING SERVICES	116,396

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 ▶ **2**

Part VIII Statement of RevenueCheck 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	1a Federated campaigns . . .	1a				
	b Membership dues . . .	1b	3,018,750			
	c Fundraising events . . .	1c				
	d Related organizations	1d	6,995,000			
	e Government grants (contributions)	1e				
	f All other contributions, gifts, grants, and similar amounts not included above	1f	415,500			
	g Noncash contributions included in lines 1a-1f \$ _____					
	h Total. Add lines 1a-1f ▶		10,429,250			
Program Service Revenue			Business Code			
	2a _____					
	b _____					
	c _____					
	d _____					
	e _____					
	f All other program service revenue					
	g Total. Add lines 2a-2f ▶					
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts) ▶		69,634			69,634
	4 Income from investment of tax-exempt bond proceeds ▶					
	5 Royalties ▶					
			(i) Real	(ii) Personal		
	6a Gross rents					
	b Less rental expenses					
	c Rental income or (loss)					
	d Net rental income or (loss) ▶					
			(i) Securities	(ii) Other		
	7a Gross amount from sales of assets other than inventory		1,148,802			
	b Less cost or other basis and sales expenses		1,242,458			
	c Gain or (loss)		-93,656			
	d Net gain or (loss) ▶		-93,656			-93,656
	8a 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 . . . ▶					
	9a Gross income from gaming activities See Part IV, line 19 a					
	b Less direct expenses b					
	c Net income or (loss) from gaming activities . . . ▶					
	10a 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				
11a _____						
b _____						
c _____						
d All other revenue						
e Total. Add lines 11a-11d ▶						
12 Total revenue. See Instructions ▶		10,405,228	0	0	-24,022	

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, line 15 and 16.				
4 Benefits paid to or for members.				
5 Compensation of current officers, directors, trustees, and key employees.	1,366,221	1,186,489	161,094	18,638
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.	3,089,876	2,718,161	361,142	10,573
8 Pension plan accruals and contributions (include section 401 (k) and 403(b) employer contributions).	172,692	151,275	20,286	1,131
9 Other employee benefits.	362,121	317,202	42,547	2,372
10 Payroll taxes.	284,763	249,447	33,451	1,865
11 Fees for services (non-employees):				
a Management.				
b Legal.	14,183		14,183	
c Accounting.	30,268		30,268	
d Lobbying.				
e Professional fundraising services. See Part IV, line 17.	156,000			156,000
f Investment management fees.	147,464		147,464	
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O).	939,129	934,874	4,044	211
12 Advertising and promotion.				
13 Office expenses.	166,632	153,133	12,086	1,413
14 Information technology.	175,987	164,179	11,154	654
15 Royalties.				
16 Occupancy.	672,170	589,258	78,556	4,356
17 Travel.	204,041	179,664	22,387	1,990
18 Payments of travel or entertainment expenses for any federal, state, or local public officials.	1,727	1,727		
19 Conferences, conventions, and meetings.				
20 Interest.	1,231		1,231	
21 Payments to affiliates.				
22 Depreciation, depletion, and amortization.	233,076	204,096	27,453	1,527
23 Insurance.	15,186	13,328	1,761	97
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 OUTREACH AND EVENTS	571,943	571,900		43
b STAFF DEVELOPMENT	79,567	71,754	7,360	453
c DONOR ACTIVITIES EXPENS	20,221			20,221
d				
e All other expenses				
25 Total functional expenses. Add lines 1 through 24e.	8,704,498	7,506,487	976,467	221,544
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720).				

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

				(A) Beginning of year		(B) End of year
Assets	1	Cash—non-interest-bearing		5,814,467	1	3,463,301
	2	Savings and temporary cash investments		6,936,604	2	6,888,709
	3	Pledges and grants receivable, net			3	
	4	Accounts receivable, net		454,038	4	4,922,954
	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 instructions). Complete Part II of Schedule L			6	
	7	Notes and loans receivable, net			7	
	8	Inventories for sale or use			8	
	9	Prepaid expenses and deferred charges		182,160	9	83,119
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a	814,866		
	b	Less: accumulated depreciation	10b	611,542		
				420,746	10c	203,324
	11	Investments—publicly traded securities		11,719,612	11	12,385,688
	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		17,759	15	15,759	
16	Total assets. Add lines 1 through 15 (must equal line 34)		25,545,386	16	27,962,854	
Liabilities	17	Accounts payable and accrued expenses		311,340	17	321,150
	18	Grants payable			18	
	19	Deferred revenue		215,000	19	
	20	Tax-exempt bond liabilities			20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D			21	
	22	Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L			22	
	23	Secured mortgages and notes payable to unrelated third parties			23	
	24	Unsecured notes and loans payable to unrelated third parties			24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D		0	25	50,983
	26	Total liabilities. Add lines 17 through 25		526,340	26	372,133
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		24,410,515	27	27,136,111
	28	Temporarily restricted net assets		608,531	28	454,610
	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		25,019,046	33	27,590,721
34	Total liabilities and net assets/fund balances		25,545,386	34	27,962,854	

Part XI Reconciliation of Net AssetsCheck 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	10,405,228
2	Total expenses (must equal Part IX, column (A), line 25)	2	8,704,498
3	Revenue less expenses Subtract line 2 from line 1	3	1,700,730
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	25,019,046
5	Net unrealized gains (losses) on investments	5	870,945
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	27,590,721

Part XII Financial Statements and ReportingCheck 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		No
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 type="checkbox"/> Separate basis <input checked="" type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	Yes	
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	Yes	
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?		No
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		

Additional Data

Software ID:
Software Version:
EIN: 20-1734070
Name: THIRD WAY

Form 990 (2016)

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors										
(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted 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			
JOHN L VOGELSTEIN BOARD CHAIR	3 00	X						0	0	0
GEORGETTE BENNETT TRUSTEE	2 00	X						0	0	0
WILLIAM BUDINGER TRUSTEE	2 00	X						0	0	0
DAVID COULTER TRUSTEE	2 00	X						0	0	0
LEWIS CULLMAN TRUSTEE	2 00	X						0	0	0
WILLIAM DALEY TRUSTEE	2 00	X						0	0	0
JOHN DYSON TRUSTEE	2 00	X						0	0	0
ROBERT DYSON TRUSTEE	2 00	X						0	0	0
MIKE EDWARDS TRUSTEE	2 00	X						0	0	0
ANDREW FELDSTEIN TRUSTEE	2 00	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	Average hours per week (list any hours for related organizations below dotted 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			
BRIAN FRANK TRUSTEE	2 00	X						0	0	0
DAVID GREENWALD TRUSTEE	2 00	X						0	0	0
DAVID HELLER TRUSTEE	2 00	X						0	0	0
PETER JOSEPH TRUSTEE	2 00	X						0	0	0
DEREK KAUFMAN TRUSTEE	2 00	X						0	0	0
DEREK KIRKLAND TRUSTEE	2 00	X						0	0	0
DANIEL LEWIS TRUSTEE	2 00	X						0	0	0
THURGOOD MARSHALL JR TRUSTEE	2 00	X						0	0	0
SUSAN MCCUE TRUSTEE	2 00	X						0	0	0
MICHAEL NOVOGRATZ TRUSTEE	2 00	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A)(B)(C)(D)(E)(F)

Name and Title	Average hours per week (list any hours for related organizations below dotted line)	Position (do not check more than one box, unless person is both an officer and a director/trustee)						Reportable compensation from the organization (W- 2/1099-MISC)	Reportable compensation from related organizations (W- 2/1099-MISC)	Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
RACHEL PRITZKER TRUSTEE	2 00	X						0	0	0
KIRK RADKE TRUSTEE	2 00	X						0	0	0
WILLIAM REEVES TRUSTEE	2 00	X						0	0	0
DONNA ROSEN TRUSTEE	2 00	X						0	0	0
HOWARD ROSSMAN TRUSTEE	2 00	X						0	0	0
BERNARD SCHWARTZ TRUSTEE	2 00	X						0	0	0
MARC SPILKER TRUSTEE	2 00	X						0	0	0
TED TRIMPA TRUSTEE	2 00	X						0	0	0
CHRISTINE VARNEY TRUSTEE	2 00	X						0	0	0
BARBARA MANFREY VOGELSTEIN TRUSTEE	2 00	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors										
(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted 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			
JOSEPH ZIMLICH TRUSTEE	2 00	X						0	0	0
ORIN SMITH TRUSTEE	2 00	X						0	0	0
JONATHAN COWAN PRESIDENT	42 00			X				320,188	33,996	17,808
NANCY HALE SVP AND TREASURER	40 00			X				292,293	15,454	20,722
MATTHEW BENNETT SVP AND SECRETARY	40 00			X				291,961	15,454	28,791
JAMES KESSLER SVP FOR POLICY	40 00				X			303,720	0	30,318
LANAE ERICKSON-HATALS VP , SOCIAL POLICY & POLITICS	40 00					X		176,973	0	11,607
MEIKE EOYANG VP, NATIONAL SECUR	40 00					X		176,935	0	12,507
JOSHUA FREED VP, CLEAN ENERGY	40 00					X		201,567	0	23,875
GABE HOROWITZ VP, ECON PROGRAM	40 00					X		177,395	0	18,633

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted 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			
KAMERON COEFIELD DIRECTOR OF ADMINISTRATION	40 00					X		137,690	18,750	10,837

SCHEDULE C (Form 990 or 990-EZ)	Political Campaign and Lobbying Activities 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 .	OMB No 1545-0047 2016 Open to Public Inspection
Department of the Treasury Internal Revenue Service		

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 the organization THIRD WAY	Employer identification number 20-1734070
---------------------------------------	--

Part I-A	Complete if the organization is exempt under section 501(c) or is a section 527 organization.
1	Provide a description of the organization's direct and indirect political campaign activities in Part IV
2	Political expenditures ▶ \$ 38,417
3	Volunteer hours

Part I-B	Complete if the organization is exempt under section 501(c)(3).
1	Enter the amount of any excise tax incurred by the organization under section 4955 ▶ \$
2	Enter the amount of any excise tax incurred by organization managers under section 4955 ▶ \$
3	If the organization incurred a section 4955 tax, did it file Form 4720 for this year? <input type="checkbox"/> Yes <input type="checkbox"/> No
4a	Was a correction made? <input type="checkbox"/> Yes <input type="checkbox"/> 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 ▶ \$ 38,417
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 ▶ \$ 38,417
4	Did the filing organization file Form 1120-POL for this year? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> 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-
2				
3				
4				
5				
6				

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)

c Total lobbying expenditures (add lines 1a and 1b)

d Other exempt purpose expenditures

e Total exempt purpose expenditures (add lines 1c and 1d)

f Lobbying nontaxable amount Enter the amount from the following table in both columns

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)

h Subtract line 1g from line 1a If zero or less, enter -0-

i Subtract line 1f from line 1c If zero or less, enter -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?

☐ Yes ☐ 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					
b Lobbying ceiling amount (150% of line 2a, column(e))					
c Total lobbying expenditures					
d Grassroots nontaxable amount					
e Grassroots ceiling amount (150% of line 2d, column (e))					
f Grassroots lobbying expenditures					

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
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?		No
2 Did the organization make only in-house lobbying expenditures of \$2,000 or less?		No
3 Did the organization agree to carry over lobbying and political expenditures from the prior year?		No

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	3,018,750
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).	2a	161,015
a	Current year	2b	
b	Carryover from last year	2c	161,015
c	Total	3	452,813
3	Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	4	
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?	5	-291,798
5	Taxable amount of lobbying and political expenditures (see instructions)		

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.

Return Reference	Explanation
PART I-A, LINE 1	THE ORGANIZATION SHARES ITS POLICY IDEAS AND ANALYSES AS BROADLY AS POSSIBLE, INCLUDING, IN SOME INSTANCES, TO CANDIDATES AND THEIR STAFF

efile GRAPHIC print - DO NOT PROCESS		As Filed Data -		DLN: 93493135021267	
<div>SCHEDULE D (Form 990)</div> <div>Department of the Treasury Internal Revenue Service</div>		<div>Supplemental Financial Statements</div> <div>► 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.</div> <div>Information about Schedule D (Form 990) and its instructions is at www.irs.gov/form990.</div>			<div>OMB No 1545-0047</div> <div>2016</div> <div>Open to Public Inspection</div>
Name of the organization THIRD WAY				Employer identification number 20-1734070	
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.					
		(a) Donor advised funds		(b) Funds and other accounts	
1	Total number at end of year				
2	Aggregate value of contributions to (during year)				
3	Aggregate value of grants from (during year)				
4	Aggregate value at end of year				
5	Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?				<input type="checkbox"/> Yes <input type="checkbox"/> No
6	Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?				<input type="checkbox"/> Yes <input type="checkbox"/> No
Part II Conservation Easements. Complete if the organization answered "Yes" on Form 990, Part IV, line 7.					
1	Purpose(s) of conservation easements held by the organization (check all that apply) <input type="checkbox"/> Preservation of land for public use (e g , recreation or education) <input type="checkbox"/> Preservation of an historically important land area <input type="checkbox"/> Protection of natural habitat <input type="checkbox"/> Preservation of a certified historic structure <input type="checkbox"/> Preservation of open space				
2	Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year				
a	Total number of conservation easements	Held at the End of the Year			
b	Total acreage restricted by conservation easements	2a			
c	Number of conservation easements on a certified historic structure included in (a)	2b			
d	Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register	2c			
		2d			
3	Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ►				
4	Number of states where property subject to conservation easement is located ►				
5	Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?				<input type="checkbox"/> Yes <input type="checkbox"/> No
6	Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ►				
7	Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ► \$				
8	Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?				<input type="checkbox"/> Yes <input type="checkbox"/> No
9	In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements				
Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" on Form 990, Part IV, line 8.					
1a	If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items				
b	If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items				
(i) Revenue included on Form 990, Part VIII, line 1		► \$			
(ii) Assets included in Form 990, Part X		► \$			
2	If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items				
a	Revenue included on Form 990, Part VIII, line 1	► \$			
b	Assets included in Form 990, Part X	► \$			
For Paperwork Reduction Act Notice, see the Instructions for Form 990.					
		Cat No 52283D		Schedule D (Form 990) 2016	

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

c

Beginning balance

d

Additions during the year

e

Distributions during the year

f

Ending balance

	Amount
1c	
1d	
1e	
1f	

2a

Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability?

☐ Yes

☐ No

b

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

☐

Part V

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

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

2

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

a

Board designated or quasi-endowment

b

Permanent endowment

c

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

(i) unrelated organizations

(ii) related organizations

b

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

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

4

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

Part VI

Land, Buildings, and Equipment.

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

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements		356,985	300,096	56,889
d Equipment		202,052	120,336	81,716
e Other		255,829	191,110	64,719
Total. Add lines 1a through 1e (Column (d) must equal Form 990, Part X, column (B), line 10(c))				203,324

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. (Column (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. (Column (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	
DEFERRED RENT	50,983
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col (B) line 25)	50,983

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	11,128,709
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12		
a	Net unrealized gains (losses) on investments	2a	870,945
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII)	2d	
e	Add lines 2a through 2d	2e	870,945
3	Subtract line 2e from line 1	3	10,257,764
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	147,464
b	Other (Describe in Part XIII)	4b	
c	Add lines 4a and 4b	4c	147,464
5	Total revenue. Add lines 3 and 4c . (This must equal Form 990, Part I, line 12)	5	10,405,228

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	8,557,034
2	Amounts included on line 1 but not on Form 990, Part IX, line 25		
a	Donated services and use of facilities	2a	
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIII)	2d	
e	Add lines 2a through 2d	2e	0
3	Subtract line 2e from line 1	3	8,557,034
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	147,464
b	Other (Describe in Part XIII)	4b	
c	Add lines 4a and 4b	4c	147,464
5	Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18)	5	8,704,498

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.

Return Reference	Explanation
See Additional Data Table	

Part XIII Supplemental Information *(continued)*

Return Reference	Explanation

Additional Data

Software ID:
Software Version:
EIN: 20-1734070
Name: THIRD WAY

Supplemental Information

Return Reference	Explanation
PART X, LINE 2	THE ORGANIZATION BELIEVES IT HAS APPROPRIATE SUPPORT FOR ANY TAX POSITIONS TAKEN, AND AS SUCH, DOES NOT HAVE ANY UNCERTAIN TAX POSITIONS THAT ARE MATERIAL TO THE FINANCIAL STATEMENTS OR THAT WOULD HAVE AN EFFECT ON ITS TAX-EXEMPT STATUS THERE ARE NO UNRECOGNIZED TAX BENEFITS OR LIABILITIES THAT NEED TO BE RECORDED

**SCHEDULE F
(Form 990)**

Department of the Treasury
Internal Revenue Service

Name of the organization
THIRD WAY

Statement of Activities Outside the United States

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

► Attach to Form 990. ► See separate instructions.

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

OMB No 1545-0047

2016

**Open to Public
Inspection**

Employer identification number

20-1734070

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

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

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

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

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in region	(d) Activities conducted in region (by type) (e g , fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for and investments in region
(1) CENTRAL AMERICA AND THE CARIBBEAN - ANTIGUA & BARBUDA, ARUBA, BAHAMAS,	0	0	INVESTMENTS		6,903,085
(2) NORTH AMERICA	0	0	INVESTMENTS		92,087
(3)					
(4)					
(5)					
3a Sub-total	0	0			6,995,172
b Total from continuation sheets to Part I	0	0			0
c Totals (add lines 3a and 3b)	0	0			6,995,172

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

1	(a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
(1)									
(2)									
(3)									
(4)									

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

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

Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Region	(c) Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of non-cash assistance	(g) Description of non-cash assistance	(h) Method of valuation (book, FMV, appraisal, other)
(1)							
(2)							
(3)							
(4)							
(5)							
(6)							
(7)							
(8)							
(9)							
(10)							
(11)							
(12)							
(13)							
(14)							
(15)							
(16)							
(17)							
(18)							

Part IV Foreign Forms

- 1 Was the organization a U S transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U S Transferor of Property to a Foreign Corporation (see Instructions for Form 926)* ☐ Yes ☒ No
- 2 Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to separately file Form 3520, Annual Return to Report Transactions with Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U S Owner (see Instructions for Forms 3520 and 3520-A)* ☐ Yes ☒ No
- 3 Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U S Persons with Respect to Certain Foreign Corporations (see Instructions for Form 5471)* ☒ Yes ☐ No
- 4 Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund (see Instructions for Form 8621)* ☒ Yes ☐ No
- 5 Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U S Persons with Respect to Certain Foreign Partnerships (see Instructions for Form 8865)* ☐ Yes ☒ No
- 6 Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to separately file Form 5713, International Boycott Report (see Instructions for Form 5713)* ☐ Yes ☒ No

Additional Data

Software ID:

Software Version:

EIN: 20-1734070

Name: THIRD WAY

Part V Supplemental Information

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

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SCHEDULE G (Form 990 or 990-EZ)		Supplemental Information Regarding Fundraising or Gaming Activities				OMB No 1545-0047																																																																																																											
Department of the Treasury Internal Revenue Service		Complete if the organization answered "Yes" on Form 990, Part IV, lines 17, 18, or 19, or if the organization entered more than \$15,000 on Form 990-EZ, line 6a ▶ Attach to Form 990 or Form 990-EZ. ▶ Information about Schedule G (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990				2016																																																																																																											
Name of the organization THIRD WAY		Employer identification number 20-1734070				Open to Public Inspection																																																																																																											
Part I Fundraising Activities. Complete if the organization answered "Yes" on Form 990, Part IV, line 17. Form 990-EZ filers are not required to complete this part.																																																																																																																	
1 Indicate whether the organization raised funds through any of the following activities. Check all that apply.																																																																																																																	
a <input type="checkbox"/> Mail solicitations																																																																																																																	
b <input type="checkbox"/> Internet and email solicitations																																																																																																																	
c <input type="checkbox"/> Phone solicitations																																																																																																																	
d <input checked="" type="checkbox"/> In-person solicitations																																																																																																																	
e <input checked="" type="checkbox"/> Solicitation of non-government grants																																																																																																																	
f <input type="checkbox"/> Solicitation of government grants																																																																																																																	
g <input type="checkbox"/> Special fundraising events																																																																																																																	
2a Did the organization have a written or oral agreement with any individual (including officers, directors, trustees or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No																																																																																																																	
b If "Yes," list the ten highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least \$5,000 by the organization.																																																																																																																	
<table><thead><tr><th rowspan="2">(i) Name and address of individual or entity (fundraiser)</th><th rowspan="2">(ii) Activity</th><th colspan="2">(iii) Did fundraiser have custody or control of contributions?</th><th rowspan="2">(iv) Gross receipts from activity</th><th rowspan="2">(v) Amount paid to (or retained by) fundraiser listed in col (i)</th><th rowspan="2">(vi) Amount paid to (or retained by) organization</th></tr><tr><th>Yes</th><th>No</th></tr></thead><tbody><tr><td>1 HOLLY PAGE HOSCHEIT 7908 RIVER FALLS DRIVE POTOMAC, MD 20854</td><td>FUNDRAISING CONSULTANT</td><td></td><td>No</td><td>60,000</td><td>15,000</td><td>45,000</td></tr><tr><td>2 PEARSON & ASSOCIATES 900 19TH STREET NW STE 800 WASHINGTON, DC 20006</td><td>FUNDRAISING CONSULTANT</td><td></td><td>No</td><td>60,000</td><td>60,000</td><td>0</td></tr><tr><td>3 PECK MADIGAN JONES & STEWART 1300 CONNECTICUT AVE NW 600 WASHINGTON, DC 20036</td><td>FUNDRAISING CONSULTANT</td><td></td><td>No</td><td>55,000</td><td>11,000</td><td>44,000</td></tr><tr><td>4 BLOOM STRATEGIC CONSULTING LLC 4925 GREENVILLE AVE SUITE 100 DALLAS, TX 75206</td><td>FUNDRAISING CONSULTANT</td><td></td><td>No</td><td>40,221</td><td>40,000</td><td>221</td></tr><tr><td>5 THE SMOOT TEWES GROUP 818 CONNECTICUT AVE NW 200 WASHINGTON, DC 20002</td><td>FUNDRAISING CONSULTANT</td><td></td><td>No</td><td>30,000</td><td>30,000</td><td>0</td></tr><tr><td>6</td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>7</td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>8</td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>9</td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>10</td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td colspan="4">Total ▶</td><td>245,221</td><td>156,000</td><td>89,221</td></tr><tr><td colspan="7">3 List all states in which the organization is registered or licensed to solicit contributions or has been notified it is exempt from registration or licensing.</td></tr><tr><td colspan="7">CA</td></tr><tr><td colspan="7">For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ. Cat No 50083H Schedule G (Form 990 or 990-EZ) 2016</td></tr></tbody></table>							(i) Name and address of individual or entity (fundraiser)	(ii) Activity	(iii) Did fundraiser have custody or control of contributions?		(iv) Gross receipts from activity	(v) Amount paid to (or retained by) fundraiser listed in col (i)	(vi) Amount paid to (or retained by) organization	Yes	No	1 HOLLY PAGE HOSCHEIT 7908 RIVER FALLS DRIVE POTOMAC, MD 20854	FUNDRAISING CONSULTANT		No	60,000	15,000	45,000	2 PEARSON & ASSOCIATES 900 19TH STREET NW STE 800 WASHINGTON, DC 20006	FUNDRAISING CONSULTANT		No	60,000	60,000	0	3 PECK MADIGAN JONES & STEWART 1300 CONNECTICUT AVE NW 600 WASHINGTON, DC 20036	FUNDRAISING CONSULTANT		No	55,000	11,000	44,000	4 BLOOM STRATEGIC CONSULTING LLC 4925 GREENVILLE AVE SUITE 100 DALLAS, TX 75206	FUNDRAISING CONSULTANT		No	40,221	40,000	221	5 THE SMOOT TEWES GROUP 818 CONNECTICUT AVE NW 200 WASHINGTON, DC 20002	FUNDRAISING CONSULTANT		No	30,000	30,000	0	6							7							8							9							10							Total ▶				245,221	156,000	89,221	3 List all states in which the organization is registered or licensed to solicit contributions or has been notified it is exempt from registration or licensing.							CA							For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ. Cat No 50083H Schedule G (Form 990 or 990-EZ) 2016						
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For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ. Cat No 50083H Schedule G (Form 990 or 990-EZ) 2016																																																																																																																	

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.

Revenue		(a) Event #1	(b) Event #2	(c) Other events	(d)
		(event type)	(event type)	(total number)	Total events (add col (a) through col (c))
Direct Expenses	1 Gross receipts				
	2 Less Contributions				
	3 Gross income (line 1 minus line 2)				
	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.

Revenue		(a) Bingo	(b) Pull tabs/Instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (add col (a) through col (c))
Direct Expenses	1 Gross revenue				
	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 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 complete this part to provide any additional information (see instructions).

Return Reference

Explanation

Schedule J (Form 990)	Compensation Information		OMB No 1545-0047
	For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees		<div style="font-size: 2em; font-weight: bold;">2016</div>
	<p>▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.</p> <p>▶ Attach to Form 990.</p> <p>▶ Information about Schedule J (Form 990) and its instructions is at www.irs.gov/form990.</p>		
Department of the Treasury Internal Revenue Service	Name of the organization THIRD WAY		Employer identification number 20-1734070

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

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 are not 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 JONATHAN COWAN PRESIDENT	(i)	319,262	0	926	10,600	6,567	337,355	0
	(ii)	33,996	0	0	0	641	34,637	0
2 NANCY HALE SVP AND TREASURER	(i)	291,789	0	504	10,600	9,637	312,530	0
	(ii)	15,454	0	0	0	485	15,939	0
3 MATTHEW BENNETT SVP AND SECRETARY	(i)	291,035	0	926	10,600	17,330	319,891	0
	(ii)	15,454	0	0	0	861	16,315	0
4 JAMES KESSLER SVP FOR POLICY	(i)	303,216	0	504	10,600	19,718	334,038	0
	(ii)	0	0	0	0	0	0	0
5 LANAE ERICKSON-HATALS VP, SOCIAL POLICY & POLITICS	(i)	176,538	0	435	7,062	4,545	188,580	0
	(ii)	0	0	0	0	0	0	0
6 MEIKE EOYANG VP, NATIONAL SECUR	(i)	176,538	0	397	7,062	5,445	189,442	0
	(ii)	0	0	0	0	0	0	0
7 JOSHUA FREED VP, CLEAN ENERGY	(i)	200,680	0	887	8,027	15,848	225,442	0
	(ii)	0	0	0	0	0	0	0
8 GABE HOROWITZ VP, ECON PROGRAM	(i)	176,538	0	857	7,062	11,571	196,028	0
	(ii)	0	0	0	0	0	0	0
9 KAMERON COEFIELD DIRECTOR OF ADMINISTRATION	(i)	137,019	0	671	5,481	4,657	147,828	0
	(ii)	18,750	0	0	0	699	19,449	0

See Additional Data
Table

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.

Return Reference	Explanation
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Additional Data

Software ID:
Software Version:
EIN: 20-1734070
Name: THIRD WAY

Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

(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				
1JONATHAN COWAN PRESIDENT	(i)	319,262	0	926	10,600	6,567	337,355	0
	(ii)	33,996	0	0	0	641	34,637	0
1NANCY HALE SVP AND TREASURER	(i)	291,789	0	504	10,600	9,637	312,530	0
	(ii)	15,454	0	0	0	485	15,939	0
2MATTHEW BENNETT SVP AND SECRETARY	(i)	291,035	0	926	10,600	17,330	319,891	0
	(ii)	15,454	0	0	0	861	16,315	0
3JAMES KESSLER SVP FOR POLICY	(i)	303,216	0	504	10,600	19,718	334,038	0
	(ii)	0	0	0	0	0	0	0
4LANAE ERICKSON-HATALS VP , SOCIAL POLICY & POLITICS	(i)	176,538	0	435	7,062	4,545	188,580	0
	(ii)	0	0	0	0	0	0	0
5MEIKE EOYANG VP, NATIONAL SECUR	(i)	176,538	0	397	7,062	5,445	189,442	0
	(ii)	0	0	0	0	0	0	0
6JOSHUA FREED VP, CLEAN ENERGY	(i)	200,680	0	887	8,027	15,848	225,442	0
	(ii)	0	0	0	0	0	0	0
7GABE HOROWITZ VP, ECON PROGRAM	(i)	176,538	0	857	7,062	11,571	196,028	0
	(ii)	0	0	0	0	0	0	0
8KAMERON COEFIELD DIRECTOR OF ADMINISTRATION	(i)	137,019	0	671	5,481	4,657	147,828	0
	(ii)	18,750	0	0	0	699	19,449	0

SCHEDULE O
(Form 990 or 990-EZ)Department of the Treasury
Internal Revenue ServiceName of the organization
THIRD WAY**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****Employer identification number**

20-1734070

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION A, LINE 2	TRUSTEES JOHN AND ROBERT DYSON ARE BROTHERS BOARD CHAIR JOHN L VOGELSTEIN AND TRUSTEE BARBARA MANFREY VOGELSTEIN ARE MARRIED

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION B, LINE 11B	AFTER THE DRAFT 990 IS REVIEWED AND EDITED BY THE PRESIDENT, TREASURER AND FINANCIAL CONTROLLER, A COPY IS SENT TO ALL MEMBERS OF THE BOARD OF TRUSTEES FOR REVIEW PRIOR TO FILING THE RETURN WITH THE IRS

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION B, LINE 12C	THE ORGANIZATION REMINDS STAFF AND MEMBERS OF THE BOARD OF THE CONFLICT OF INTEREST POLICY ON AN ANNUAL BASIS AND IS FOLLOWED UP FOR COMPLETION BY THE ORGANIZATION'S PRESIDENT

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION B, LINE 15	THE COMPENSATION COMMITTEE OF THE BOARD OF DIRECTORS CONDUCTED A REVIEW OF CEO AND OTHER CORPORATE OFFICERS' SALARIES AND COMPARED THE SALARIES FOR COMPARABLY SIZED ORGANIZATIONS TO DETERMINE A REASONABLE COMPENSATION PACKAGE. THE SALARY REVIEW INCLUDED A COMPENSATION SURVEY AND EVALUATING THE FORM 990 OF OTHER SIMILAR ORGANIZATIONS. THE LAST SUCH REVIEW WAS CONDUCTED IN 2013.

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION C, LINE 19	THE ORGANIZATION MAKES ITS GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICY AND FINANCIAL STATEMENTS AVAILABLE TO THE PUBLIC UPON REQUEST

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART IX, LINE 11G	COMMISSIONED POLICY RESEARCH PROGRAM SERVICE EXPENSES 240,602 MANAGEMENT AND GENERAL EXPENSES 0 FUNDRAISING EXPENSES 0 TOTAL EXPENSES 240,602 COMMISSIONED PUBLIC OPINION RESEARCH PROGRAM SERVICE EXPENSES 160,275 MANAGEMENT AND GENERAL EXPENSES 0 FUNDRAISING EXPENSES 0 TOTAL EXPENSES 160,275 OTHER CONSULTING PROGRAM SERVICE EXPENSES 510,806 MANAGEMENT AND GENERAL EXPENSES 0 FUNDRAISING EXPENSES 0 TOTAL EXPENSES 510,806 RECRUITING PROGRAM SERVICE EXPENSES 23,191 MANAGEMENT AND GENERAL EXPENSES 4,044 FUNDRAISING EXPENSES 211 TOTAL EXPENSES 27,446

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART XII, LINE 2C	THESE PROCESSES HAVE NOT CHANGED SINCE THE PRIOR YEAR

SCHEDULE R
(Form 990)

Department of the Treasury
Internal Revenue Service

Related Organizations and Unrelated Partnerships

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

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

OMB No 1545-0047

2016

Open to Public Inspection

Name of the organization
THIRD WAY

Employer identification number
20-1734070

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

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
(1)THIRD WAY INSTITUTE 1025 CONNECTICUT AVE NW STE 501 WASHINGTON, DC 20036 26-0535276	SEE PART VII	DE	501(C)(3)	LINE 7	THIRD WAY	Yes	

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

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

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)THIRD WAY INSTITUTE	C	6,995,000	CASH RECEIVED
(2)THIRD WAY INSTITUTE	O	122,177	SHARING OF EMPLOYEES

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

[illegible]

Part VII **Supplemental Information**

Provide additional information for responses to questions on Schedule R (see instructions)

Return Reference	Explanation
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