

CHANGE OF ACCOUNTING PERIOD

Form **990**

**Return of Organization Exempt From Income Tax**  
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

OMB No. 1545-0047

**2021**

Department of the Treasury  
Internal Revenue Service

▶ Do not enter social security numbers on this form as it may be made public.  
▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

Open to Public Inspection

**A For the 2021 calendar year, or tax year beginning and ending**

**B** Check if applicable:  
 Address change  
 Name change  
 Initial return  
 Final return/terminated  
 Amended return  
 Application pending

**C Name of organization**  
**THE BARBARA BUSH FOUNDATION FOR FAMILY LITERACY INC**  
 Doing business as  
 Number and street (or P.O. box if mail is not delivered to street address) Room/suite  
**1307 NEW YORK AVENUE N.W. 701**  
 City or town, state or province, country, and ZIP or foreign postal code  
**WASHINGTON, DC 20005**

**D Employer identification number**  
**26-0587238**

**E Telephone number**  
**850-562-5300**

**F Name and address of principal officer:** **BRITISH ROBINSON**  
**P.O. BOX 14380, WASHINGTON, DC 20044**

**G Gross receipts \$** **27,139,277.**

**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

**I Tax-exempt status:**  501(c)(3)  501(c) ( ) (insert no.)  4947(a)(1) or  527

**J Website:** ▶ **WWW.BARBARABUSH.ORG**

**K Form of organization:**  Corporation  Trust  Association  Other ▶

**L Year of formation:** **2007** **M State of legal domicile:** **FL**

**H(c) Group exemption number** ▶

**Part I Summary**

<b>Activities &amp; Governance</b>	<b>1</b> Briefly describe the organization's mission or most significant activities: <b>SEE SCHEDULE O</b>		
	<b>2</b> Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	<b>3</b> Number of voting members of the governing body (Part VI, line 1a)	<b>3</b>	<b>12</b>
	<b>4</b> Number of independent voting members of the governing body (Part VI, line 1b)	<b>4</b>	<b>11</b>
	<b>5</b> Total number of individuals employed in calendar year 2021 (Part V, line 2a)	<b>5</b>	<b>16</b>
	<b>6</b> Total number of volunteers (estimate if necessary)	<b>6</b>	<b>1250</b>
	<b>7a</b> Total unrelated business revenue from Part VIII, column (C), line 12	<b>7a</b>	<b>0.</b>
<b>b</b> Net unrelated business taxable income from Form 990-T, Part I, line 11	<b>7b</b>	<b>0.</b>	
<b>Revenue</b>	<b>8</b> Contributions and grants (Part VIII, line 1h)	<b>Prior Year</b> 648,303.	<b>Current Year</b> 3,676,276.
	<b>9</b> Program service revenue (Part VIII, line 2g)	0.	0.
	<b>10</b> Investment income (Part VIII, column (A), lines 3, 4, and 7d)	977,692.	3,763,078.
	<b>11</b> Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	0.	223,601.
	<b>12</b> Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	1,625,995.	7,662,955.
<b>Expenses</b>	<b>13</b> Grants and similar amounts paid (Part IX, column (A), lines 1-3)	16,900.	59,200.
	<b>14</b> Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.
	<b>15</b> Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	1,404,263.	2,930,922.
	<b>16a</b> Professional fundraising fees (Part IX, column (A), line 11e)	0.	59,500.
	<b>b</b> Total fundraising expenses (Part IX, column (D), line 25) ▶ <b>1,483,940.</b>		
	<b>17</b> Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	1,173,971.	3,111,672.
	<b>18</b> Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	2,595,134.	6,161,294.
<b>19</b> Revenue less expenses. Subtract line 18 from line 12	-969,139.	1,501,661.	
<b>Net Assets or Fund Balances</b>	<b>20</b> Total assets (Part X, line 16)	<b>Beginning of Current Year</b> 30,133,122.	<b>End of Year</b> 30,746,734.
	<b>21</b> Total liabilities (Part X, line 26)	1,113,788.	1,008,215.
	<b>22</b> Net assets or fund balances. Subtract line 21 from line 20	29,019,334.	29,738,519.

**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: **EVANGELINE FIELDS, CFO** Date: \_\_\_\_\_  
 Type or print name and title

**Paid Preparer Use Only**

Print/Type preparer's name: **STACEY T KOLKA** Preparer's signature: *Stacey T. Kolka* Date: **5/25/2022** Check if self-employed:  PTIN: **P01371120**  
 Firm's name: **THOMAS HOWELL FERGUSON P.A.** Firm's EIN: **59-3186310**  
 Firm's address: **2615 CENTENNIAL BLVD., SUITE 200 TALLAHASSEE, FL 32308** Phone no.: **850-668-8100**

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

THE BARBARA BUSH FOUNDATION  
FOR FAMILY LITERACY INC

Form 990 (2021)

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**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:  
**THE BARBARA BUSH FOUNDATION FOR FAMILY LITERACY IS COMMITTED TO  
BUILDING A STRONGER, MORE EQUITABLE AMERICA THROUGH LITERACY.**

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 \$ **1,765,275.** including grants of \$ ) (Revenue \$ )  
**EDUCATION AND THOUGHT LEADERSHIP**

4b (Code: ) (Expenses \$ **827,965.** including grants of \$ **57,200.** ) (Revenue \$ )  
**READING MENTORSHIP PROGRAMS**

4c (Code: ) (Expenses \$ **417,846.** including grants of \$ ) (Revenue \$ )  
**TECHNOLOGY AND INNOVATION**

4d Other program services (Describe on Schedule O.)  
(Expenses \$ **1,181,420.** including grants of \$ **2,000.** ) (Revenue \$ )

4e Total program service expenses **4,192,506.**

Form 990 (2021)

THE BARBARA BUSH FOUNDATION  
FOR FAMILY LITERACY INC

**Part IV Checklist of Required Schedules**

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

THE BARBARA BUSH FOUNDATION  
FOR FAMILY LITERACY INC

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

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

**Note:** All Form 990 filers are required to complete Schedule O

**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
<b>1a</b> Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable .....		
<b>b</b> Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable .....		
<b>c</b> Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? .....		

THE BARBARA BUSH FOUNDATION  
FOR FAMILY LITERACY INC

**Part V** Statements Regarding Other IRS Filings and Tax Compliance (continued)

		Yes	No
<b>2a</b>	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return		
	<b>2a</b> 16		
<b>b</b>	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? <b>Note:</b> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file. See instructions.	X	
<b>3a</b>	Did the organization have unrelated business gross income of \$1,000 or more during the year?		X
<b>b</b>	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O		
<b>4a</b>	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?		X
<b>b</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).		
<b>5a</b>	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?		X
<b>b</b>	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		X
<b>c</b>	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?		
<b>6a</b>	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?		X
<b>b</b>	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		
<b>7</b>	<b>Organizations that may receive deductible contributions under section 170(c).</b>		
<b>a</b>	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	X	
<b>b</b>	If "Yes," did the organization notify the donor of the value of the goods or services provided?	X	
<b>c</b>	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		X
<b>d</b>	If "Yes," indicate the number of Forms 8282 filed during the year		
	<b>7d</b>		
<b>e</b>	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		X
<b>f</b>	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		X
<b>g</b>	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		
<b>h</b>	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		
<b>8</b>	<b>Sponsoring organizations maintaining donor advised funds.</b> Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?		
<b>9</b>	<b>Sponsoring organizations maintaining donor advised funds.</b>		
<b>a</b>	Did the sponsoring organization make any taxable distributions under section 4966?		
<b>b</b>	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?		
<b>10</b>	<b>Section 501(c)(7) organizations.</b> Enter:		
<b>a</b>	Initiation fees and capital contributions included on Part VIII, line 12	<b>10a</b>	
<b>b</b>	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	<b>10b</b>	
<b>11</b>	<b>Section 501(c)(12) organizations.</b> Enter:		
<b>a</b>	Gross income from members or shareholders	<b>11a</b>	
<b>b</b>	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	<b>11b</b>	
<b>12a</b>	<b>Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?	<b>12a</b>	
<b>b</b>	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	<b>12b</b>	
<b>13</b>	<b>Section 501(c)(29) qualified nonprofit health insurance issuers.</b>		
<b>a</b>	Is the organization licensed to issue qualified health plans in more than one state? <b>Note:</b> See the instructions for additional information the organization must report on Schedule O.	<b>13a</b>	
<b>b</b>	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	<b>13b</b>	
<b>c</b>	Enter the amount of reserves on hand	<b>13c</b>	
<b>14a</b>	Did the organization receive any payments for indoor tanning services during the tax year?	<b>14a</b>	X
<b>b</b>	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O	<b>14b</b>	
<b>15</b>	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see the instructions and file Form 4720, Schedule N.	<b>15</b>	X
<b>16</b>	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	<b>16</b>	X
<b>17</b>	<b>Section 501(c)(21) organizations.</b> Did the trust, any disqualified person, or mine operator engage in any activities that would result in the imposition of an excise tax under section 4951, 4952 or 4953? If "Yes," complete Form 6069.	<b>17</b>	

THE BARBARA BUSH FOUNDATION  
FOR FAMILY LITERACY INC

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

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

**Section A. Governing Body and Management**

		Yes	No
<b>1a</b>	Enter the number of voting members of the governing body at the end of the tax year ..... If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.		
	<b>1a</b> 12		
<b>b</b>	Enter the number of voting members included on line 1a, above, who are independent .....		
	<b>1b</b> 11		
<b>2</b>	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? .....	X	
<b>3</b>	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person? .....		X
<b>4</b>	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? .....		X
<b>5</b>	Did the organization become aware during the year of a significant diversion of the organization's assets? .....		X
<b>6</b>	Did the organization have members or stockholders? .....		X
<b>7a</b>	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? .....		X
<b>b</b>	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? .....		X
<b>8</b>	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
<b>a</b>	The governing body? .....	X	
<b>b</b>	Each committee with authority to act on behalf of the governing body? .....	X	
<b>9</b>	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O .....		X

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

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

**Section C. Disclosure**

- 17** List the states with which a copy of this Form 990 is required to be filed **AL, AK, AR, CA, CT, DC, FL, GA, HI, IL, KS, KY**
- 18** Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.  
 Own website     Another's website     Upon request     Other (explain on Schedule O)
- 19** Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
- 20** State the name, address, and telephone number of the person who possesses the organization's books and records **▶**  
**EVANGELINE FIELDS - 850-562-5300**  
**516 NORTH ADAMS STREET, TALLAHASSEE, FL 32301**

THE BARBARA BUSH FOUNDATION  
FOR FAMILY LITERACY INC

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

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

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

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

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations. See the instructions for the order in which to list the persons above.

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) BRITISH ROBINSON PRESIDENT/CEO	60.00	X		X				383,950.	0.	41,072.
(2) ANDREW ROBERTS CHIEF OPERATING OFFICER	40.00			X				257,414.	0.	20,743.
(3) JYOTI SCHLESINGER VP OF MISSIONS & PROGRAMS	40.00					X		200,510.	0.	18,981.
(4) EVANGELINE FIELDS CHIEF FINANCIAL OFFICER	40.00			X				192,550.	0.	15,927.
(5) CHRISTOPHER ROBINSON MAJOR GIFTS OFFICER	40.00					X		166,953.	0.	25,264.
(6) HUTTON HIGGINS VP OF DEVELOPMENT	40.00					X		145,833.	0.	21,937.
(7) LAUREN SPROULL VP OF COMMUNICATIONS	40.00					X		119,861.	0.	9,828.
(8) DANA KAMMEL EXECUTIVE SERVICES/BOARD L	40.00					X		119,546.	0.	10,137.
(9) CHRIS FRANGIONE DIRECTOR	1.00	X						0.	0.	0.
(10) CHRISTINE PINA VICE CHAIR	1.00	X		X				0.	0.	0.
(11) DAVID RISHER DIRECTOR	1.00	X						0.	0.	0.
(12) DENINE TORR SECRETARY	1.00	X		X				0.	0.	0.
(13) DOROTHY BUSH KOCH HONORARY CHAIR	1.00	X		X				0.	0.	0.
(14) GWYNN VIROSTEK DIRECTOR	1.00	X						0.	0.	0.
(15) JEB BUSH, JR. DIRECTOR	1.00	X						0.	0.	0.
(16) LAMAR BUNTS TREASURER	1.00	X		X				0.	0.	0.
(17) LORI WACHS CHAIR	1.00	X		X				0.	0.	0.

THE BARBARA BUSH FOUNDATION  
FOR FAMILY LITERACY INC

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(18) LYNN HIRSHFIELD DIRECTOR	1.00	X						0.	0.	0.
(19) RACHEL MUSHAHWAR DIRECTOR	1.00	X						0.	0.	0.
<b>1b Subtotal</b> .....								1,586,617.	0.	163,889.
<b>c Total from continuation sheets to Part VII, Section A</b> .....								0.	0.	0.
<b>d Total (add lines 1b and 1c)</b> .....								1,586,617.	0.	163,889.

**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 **10**

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

**Section B. Independent Contractors**

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

(A) Name and business address	(B) Description of services	(C) Compensation
ARTEMIS WARD, LLC, 1121 5TH ST. NW SUITE A, WASHINGTON, DC 20001	CONSULTING SERVICES	319,497.
C&R STRATEGY PARTNERS, 603 ALAMEDA DE LAS PULGAS, BELMONT, CA 94002	DIGITAL LEARNING CENTER DESIGN & BUIL	307,500.
CLARE BONSIGNORE, 5054 SEDWICK STREET NW, WASHINGTON, DC 20016	CONSULTING SERVICES	139,500.
SALLY ELNAGGER 1102 AUBURN DRIVE, ARLINGTON, TX 76012	EVENT PLANNER	110,158.

**2** Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **4**



THE BARBARA BUSH FOUNDATION  
FOR FAMILY LITERACY INC

**Part VIII Statement of Revenue**

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

			(A)	(B)	(C)	(D)	
			Total revenue	Related or exempt function revenue	Unrelated business revenue	Revenue excluded from tax under sections 512 - 514	
<b>Contributions, Gifts, Grants and Other Similar Amounts</b>	<b>1 a</b> Federated campaigns	<b>1a</b>					
	<b>b</b> Membership dues	<b>1b</b>					
	<b>c</b> Fundraising events	<b>1c</b>					
	<b>d</b> Related organizations	<b>1d</b>					
	<b>e</b> Government grants (contributions)	<b>1e</b>	347,671.				
	<b>f</b> All other contributions, gifts, grants, and similar amounts not included above	<b>1f</b>	3,328,605.				
	<b>g</b> Noncash contributions included in lines 1a-1f	<b>1g</b>	\$ 44,046.				
	<b>h Total.</b> Add lines 1a-1f		3,676,276.				
<b>Program Service Revenue</b>	<b>2 a</b>	<b>Business Code</b>					
	<b>b</b>						
	<b>c</b>						
	<b>d</b>						
	<b>e</b>						
	<b>f</b> All other program service revenue						
	<b>g Total.</b> Add lines 2a-2f						
<b>Other Revenue</b>	<b>3</b> Investment income (including dividends, interest, and other similar amounts)		527,970.			527,970.	
	<b>4</b> Income from investment of tax-exempt bond proceeds						
	<b>5</b> Royalties						
	<b>6 a</b> Gross rents	<b>6a</b>	(i) Real				
			(ii) Personal				
	<b>b</b> Less: rental expenses	<b>6b</b>					
	<b>c</b> Rental income or (loss)	<b>6c</b>					
	<b>d</b> Net rental income or (loss)						
	<b>7 a</b> Gross amount from sales of assets other than inventory	<b>7a</b>	(i) Securities	22,227,419.			
			(ii) Other				
	<b>b</b> Less: cost or other basis and sales expenses	<b>7b</b>	18,992,311.				
	<b>c</b> Gain or (loss)	<b>7c</b>	3,235,108.				
<b>d</b> Net gain or (loss)		3,235,108.			3,235,108.		
<b>8 a</b> Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18	<b>8a</b>		623,843.				
<b>b</b> Less: direct expenses	<b>8b</b>	484,011.					
<b>c</b> Net income or (loss) from fundraising events		139,832.			139,832.		
<b>9 a</b> Gross income from gaming activities. See Part IV, line 19	<b>9a</b>						
<b>b</b> Less: direct expenses	<b>9b</b>						
<b>c</b> Net income or (loss) from gaming activities							
<b>10 a</b> Gross sales of inventory, less returns and allowances	<b>10a</b>						
<b>b</b> Less: cost of goods sold	<b>10b</b>						
<b>c</b> Net income or (loss) from sales of inventory							
<b>Miscellaneous Revenue</b>	<b>11 a</b> REBATES	<b>Business Code</b>	83,769.	83,769.			
	<b>b</b>						
	<b>c</b>						
	<b>d</b> All other revenue						
	<b>e Total.</b> Add lines 11a-11d		83,769.				
<b>12 Total revenue.</b> See instructions		7,662,955.	83,769.	0.	3,902,910.		

THE BARBARA BUSH FOUNDATION  
FOR FAMILY LITERACY INC

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**Part IX Statement of Functional Expenses**

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

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

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	59,200.	59,200.		
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	911,655.	511,236.	88,196.	312,223.
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	1,660,045.	930,917.	160,597.	568,531.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	113,525.	63,662.	10,983.	38,880.
9 Other employee benefits	86,204.	48,341.	8,340.	29,523.
10 Payroll taxes	159,493.	89,440.	15,430.	54,623.
11 Fees for services (nonemployees):				
a Management				
b Legal	41,040.	17,105.	11,810.	12,125.
c Accounting	59,155.	25,437.	18,338.	15,380.
d Lobbying				
e Professional fundraising services. See Part IV, line 17	59,500.			59,500.
f Investment management fees	177,395.	155,450.	1,127.	20,818.
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.)	1,419,878.	1,296,371.	9,395.	114,112.
12 Advertising and promotion	260,579.	228,344.	1,655.	30,580.
13 Office expenses	89,446.	55,041.	14,492.	19,913.
14 Information technology	3,724.	3,263.	24.	437.
15 Royalties				
16 Occupancy	383,780.	166,181.	118,343.	99,256.
17 Travel	71,551.	55,606.	4,137.	11,808.
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	278,592.	256,574.		22,018.
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	10,737.	6,714.	1,239.	2,784.
23 Insurance	27,142.	11,671.	8,414.	7,057.
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a <b>BOOKS MAT SUPPLIES</b>	139,089.	139,089.		
b <b>DUES &amp; SUBSCRIPTIONS</b>	125,502.	56,565.	10,339.	58,598.
c <b>OTHER EXPENSES</b>	24,062.	16,299.	1,989.	5,774.
d				
e All other expenses				
25 <b>Total functional expenses.</b> Add lines 1 through 24e	6,161,294.	4,192,506.	484,848.	1,483,940.
26 <b>Joint costs.</b> Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.				

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

THE BARBARA BUSH FOUNDATION  
FOR FAMILY LITERACY INC

Form 990 (2021)

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**Part X Balance Sheet**

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

		(A)		(B)
		Beginning of year		End of year
Assets	<b>1</b> Cash - non-interest-bearing .....	314,380.	<b>1</b>	1,996,783.
	<b>2</b> Savings and temporary cash investments .....	723,828.	<b>2</b>	1,178,910.
	<b>3</b> Pledges and grants receivable, net .....	247,561.	<b>3</b>	240,963.
	<b>4</b> Accounts receivable, net .....		<b>4</b>	
	<b>5</b> Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons .....		<b>5</b>	
	<b>6</b> Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B) .....		<b>6</b>	
	<b>7</b> Notes and loans receivable, net .....		<b>7</b>	
	<b>8</b> Inventories for sale or use .....		<b>8</b>	
	<b>9</b> Prepaid expenses and deferred charges .....	223,168.	<b>9</b>	412,015.
	<b>10a</b> Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D .....	<b>10a</b> 74,515.		
	<b>b</b> Less: accumulated depreciation .....	<b>10b</b> 56,339.		
	<b>11</b> Investments - publicly traded securities .....	19,832.	<b>10c</b>	18,176.
	<b>12</b> Investments - other securities. See Part IV, line 11 .....	28,604,353.	<b>11</b>	26,899,887.
	<b>13</b> Investments - program-related. See Part IV, line 11 .....		<b>12</b>	
	<b>14</b> Intangible assets .....		<b>13</b>	
	<b>15</b> Other assets. See Part IV, line 11 .....		<b>14</b>	
<b>16</b> <b>Total assets.</b> Add lines 1 through 15 (must equal line 33) .....	30,133,122.	<b>15</b>		
		<b>16</b>	30,746,734.	
Liabilities	<b>17</b> Accounts payable and accrued expenses .....	513,696.	<b>17</b>	730,926.
	<b>18</b> Grants payable .....		<b>18</b>	
	<b>19</b> Deferred revenue .....	600,092.	<b>19</b>	277,289.
	<b>20</b> Tax-exempt bond liabilities .....		<b>20</b>	
	<b>21</b> Escrow or custodial account liability. Complete Part IV of Schedule D .....		<b>21</b>	
	<b>22</b> Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons .....		<b>22</b>	
	<b>23</b> Secured mortgages and notes payable to unrelated third parties .....		<b>23</b>	
	<b>24</b> Unsecured notes and loans payable to unrelated third parties .....		<b>24</b>	
	<b>25</b> 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 .....		<b>25</b>	
	<b>26</b> <b>Total liabilities.</b> Add lines 17 through 25 .....	1,113,788.	<b>26</b>	1,008,215.
Net Assets or Fund Balances	<b>Organizations that follow FASB ASC 958, check here</b> <input checked="" type="checkbox"/> <b>and complete lines 27, 28, 32, and 33.</b>			
	<b>27</b> Net assets without donor restrictions .....	29,019,334.	<b>27</b>	28,077,796.
	<b>28</b> Net assets with donor restrictions .....		<b>28</b>	1,660,723.
	<b>Organizations that do not follow FASB ASC 958, check here</b> <input type="checkbox"/> <b>and complete lines 29 through 33.</b>			
	<b>29</b> Capital stock or trust principal, or current funds .....		<b>29</b>	
	<b>30</b> Paid-in or capital surplus, or land, building, or equipment fund .....		<b>30</b>	
	<b>31</b> Retained earnings, endowment, accumulated income, or other funds .....		<b>31</b>	
	<b>32</b> Total net assets or fund balances .....	29,019,334.	<b>32</b>	29,738,519.
	<b>33</b> Total liabilities and net assets/fund balances .....	30,133,122.	<b>33</b>	30,746,734.

Form 990 (2021)

THE BARBARA BUSH FOUNDATION  
FOR FAMILY LITERACY INC

**Part XI Reconciliation of Net Assets**

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

1	Total revenue (must equal Part VIII, column (A), line 12)	1	7,662,955.
2	Total expenses (must equal Part IX, column (A), line 25)	2	6,161,294.
3	Revenue less expenses. Subtract line 2 from line 1	3	1,501,661.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	29,019,334.
5	Net unrealized gains (losses) on investments	5	-782,476.
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 on Schedule O)	9	0.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	29,738,519.

**Part XII Financial Statements and Reporting**

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

	Yes	No
1 Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.		
2a Were the organization's financial statements compiled or reviewed by an independent accountant? _____ If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		X
b Were the organization's financial statements audited by an independent accountant? _____ If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	X	
c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? _____ If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.	X	
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? _____		X
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits _____		

**SCHEDULE A  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Public Charity Status and Public Support**  
 Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.  
 Attach to Form 990 or Form 990-EZ.  
 Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2021**

**Open to Public Inspection**

Name of the organization **THE BARBARA BUSH FOUNDATION FOR FAMILY LITERACY INC** Employer identification number **26-0587238**

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

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

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

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

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

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

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .....	4,410,041.	2,549,964.	1,377,455.	648,303.	3,676,276.	12,662,039.
<b>2</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf .....						
<b>3</b> The value of services or facilities furnished by a governmental unit to the organization without charge ...						
<b>4 Total.</b> Add lines 1 through 3 .....	4,410,041.	2,549,964.	1,377,455.	648,303.	3,676,276.	12,662,039.
<b>5</b> The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) .....						2,477,104.
<b>6 Public support.</b> Subtract line 5 from line 4.						10,184,935.

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
<b>7</b> Amounts from line 4 .....	4,410,041.	2,549,964.	1,377,455.	648,303.	3,676,276.	12,662,039.
<b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources ...	733,273.	752,163.	692,051.	248,795.	527,970.	2,954,252.
<b>9</b> Net income from unrelated business activities, whether or not the business is regularly carried on ...						
<b>10</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) .....					83,769.	83,769.
<b>11 Total support.</b> Add lines 7 through 10						15,700,060.
<b>12</b> Gross receipts from related activities, etc. (see instructions) .....					12	

**13 First 5 years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here**

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

<b>14</b> Public support percentage for 2021 (line 6, column (f), divided by line 11, column (f)).....	<b>14</b>	64.87 %
<b>15</b> Public support percentage from 2020 Schedule A, Part II, line 14 .....	<b>15</b>	78.08 %

**16a 33 1/3% support test - 2021.** If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization

**b 33 1/3% support test - 2020.** If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization

**17a 10% -facts-and-circumstances test - 2021.** If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and **stop here.** Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization

**b 10% -facts-and-circumstances test - 2020.** If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and **stop here.** Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization

**18 Private foundation.** If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions

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

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

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .....						
<b>2</b> Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose .....						
<b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513 .....						
<b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf .....						
<b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge .....						
<b>6 Total.</b> Add lines 1 through 5 .....						
<b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons .....						
<b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year .....						
<b>c</b> Add lines 7a and 7b .....						
<b>8 Public support.</b> (Subtract line 7c from line 6.)						

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
<b>9</b> Amounts from line 6 .....						
<b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources .....						
<b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975 .....						
<b>c</b> Add lines 10a and 10b .....						
<b>11</b> Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on .....						
<b>12</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) .....						
<b>13 Total support.</b> (Add lines 9, 10c, 11, and 12.)						

**14 First 5 years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** .....

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

<b>15</b> Public support percentage for 2021 (line 8, column (f), divided by line 13, column (f)) .....	<b>15</b>	%
<b>16</b> Public support percentage from 2020 Schedule A, Part III, line 15 .....	<b>16</b>	%

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

<b>17</b> Investment income percentage for <b>2021</b> (line 10c, column (f), divided by line 13, column (f)) .....	<b>17</b>	%
<b>18</b> Investment income percentage from <b>2020</b> Schedule A, Part III, line 17 .....	<b>18</b>	%

**19a 33 1/3% support tests - 2021.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization .....

**b 33 1/3% support tests - 2020.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization .....

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

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**Part IV Supporting Organizations**

(Complete only if you checked a box in line 12 on Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

**Section A. All Supporting Organizations**

	Yes	No
<b>1</b> Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
<b>2</b> Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
<b>3a</b> Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer lines 3b and 3c below.</i>		
<b>b</b> Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
<b>c</b> Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
<b>4a</b> Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.</i>		
<b>b</b> Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
<b>c</b> Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
<b>5a</b> Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
<b>b Type I or Type II only.</b> Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
<b>c Substitutions only.</b> Was the substitution the result of an event beyond the organization's control?		
<b>6</b> Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
<b>7</b> Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
<b>8</b> Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
<b>9a</b> Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
<b>b</b> Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
<b>c</b> Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
<b>10a</b> Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>		
<b>b</b> Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		



**Part IV Supporting Organizations** (continued)

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

**Section B. Type I Supporting Organizations**

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

**Section C. Type II Supporting Organizations**

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

**Section D. All Type III Supporting Organizations**

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

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

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

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

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

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

Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	<b>Total</b> (add lines 1a, 1b, and 1c)	1d	
e	<b>Discount</b> claimed for blockage or other factors (explain in detail in Part VI):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d.	3	
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by 0.035.	6	
7	Recoveries of prior-year distributions	7	
8	<b>Minimum Asset Amount</b> (add line 7 to line 6)	8	

Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	1	
2	Enter 0.85 of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	<b>Distributable Amount.</b> Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

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

Section D - Distributions		Current Year
<b>1</b>	Amounts paid to supported organizations to accomplish exempt purposes	<b>1</b>
<b>2</b>	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	<b>2</b>
<b>3</b>	Administrative expenses paid to accomplish exempt purposes of supported organizations	<b>3</b>
<b>4</b>	Amounts paid to acquire exempt-use assets	<b>4</b>
<b>5</b>	Qualified set-aside amounts (prior IRS approval required - provide details in Part VI)	<b>5</b>
<b>6</b>	Other distributions (describe in Part VI). See instructions.	<b>6</b>
<b>7</b>	<b>Total annual distributions.</b> Add lines 1 through 6.	<b>7</b>
<b>8</b>	Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions.	<b>8</b>
<b>9</b>	Distributable amount for 2021 from Section C, line 6	<b>9</b>
<b>10</b>	Line 8 amount divided by line 9 amount	<b>10</b>

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2021	(iii) Distributable Amount for 2021
<b>1</b> Distributable amount for 2021 from Section C, line 6			
<b>2</b> Underdistributions, if any, for years prior to 2021 (reasonable cause required - explain in Part VI). See instructions.			
<b>3</b> Excess distributions carryover, if any, to 2021			
<b>a</b> From 2016			
<b>b</b> From 2017			
<b>c</b> From 2018			
<b>d</b> From 2019			
<b>e</b> From 2020			
<b>f</b> Total of lines 3a through 3e			
<b>g</b> Applied to underdistributions of prior years			
<b>h</b> Applied to 2021 distributable amount			
<b>i</b> Carryover from 2016 not applied (see instructions)			
<b>j</b> Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
<b>4</b> Distributions for 2021 from Section D, line 7: \$			
<b>a</b> Applied to underdistributions of prior years			
<b>b</b> Applied to 2021 distributable amount			
<b>c</b> Remainder. Subtract lines 4a and 4b from line 4.			
<b>5</b> Remaining underdistributions for years prior to 2021, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI. See instructions.			
<b>6</b> Remaining underdistributions for 2021. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI. See instructions.			
<b>7</b> Excess distributions carryover to 2022. Add lines 3j and 4c.			
<b>8</b> Breakdown of line 7:			
<b>a</b> Excess from 2017			
<b>b</b> Excess from 2018			
<b>c</b> Excess from 2019			
<b>d</b> Excess from 2020			
<b>e</b> Excess from 2021			



**SCHEDULE C**  
**(Form 990)**

**Political Campaign and Lobbying Activities**

OMB No. 1545-0047

**2021**

Department of the Treasury  
Internal Revenue Service

For Organizations Exempt From Income Tax Under section 501(c) and section 527  
 ▶ **Complete if the organization is described below. ▶ Attach to Form 990 or Form 990-EZ.**  
 ▶ **Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.**

**Open to Public Inspection**

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

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

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

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

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

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

Name of organization <b>THE BARBARA BUSH FOUNDATION FOR FAMILY LITERACY INC</b>	Employer identification number <b>26-0587238</b>
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**Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.**

1 Provide a description of the organization's direct and indirect political campaign activities in Part IV.

2 Political campaign activity expenditures ..... ▶ \$ \_\_\_\_\_

3 Volunteer hours for political campaign activities ..... \_\_\_\_\_

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

1 Enter the amount of any excise tax incurred by the organization under section 4955 ..... ▶ \$ \_\_\_\_\_

2 Enter the amount of any excise tax incurred by organization managers under section 4955 ..... ▶ \$ \_\_\_\_\_

3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year? .....  Yes  No

4a Was a correction made? .....  Yes  No

b If "Yes," describe in Part IV.

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

1 Enter the amount directly expended by the filing organization for section 527 exempt function activities ..... ▶ \$ \_\_\_\_\_

2 Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities ..... ▶ \$ \_\_\_\_\_

3 Total exempt function expenditures. Add lines 1 and 2. Enter here and on Form 1120-POL, line 17b ..... ▶ \$ \_\_\_\_\_

4 Did the filing organization file **Form 1120-POL** for this year? .....  Yes  No

5 Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments. For each organization listed, enter the amount paid from the filing organization's funds. Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC). If additional space is needed, provide information in Part IV.

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

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ. Schedule C (Form 990) 2021

**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.

<b>Limits on Lobbying Expenditures</b> (The term "expenditures" means amounts paid or incurred.)		(a) Filing organization's totals	(b) Affiliated group totals												
<b>1a</b>	Total lobbying expenditures to influence public opinion (grassroots lobbying) .....														
<b>b</b>	Total lobbying expenditures to influence a legislative body (direct lobbying) .....														
<b>c</b>	Total lobbying expenditures (add lines 1a and 1b) .....														
<b>d</b>	Other exempt purpose expenditures .....	6,161,294.													
<b>e</b>	Total exempt purpose expenditures (add lines 1c and 1d) .....	6,161,294.													
<b>f</b>	Lobbying nontaxable amount. Enter the amount from the following table in both columns.	458,065.													
<table border="1" style="width: 100%;"> <thead> <tr> <th style="width: 50%;">If the amount on line 1e, column (a) or (b) is:</th> <th style="width: 50%;">The lobbying nontaxable amount is:</th> </tr> </thead> <tbody> <tr> <td>Not over \$500,000</td> <td>20% of the amount on line 1e.</td> </tr> <tr> <td>Over \$500,000 but not over \$1,000,000</td> <td>\$100,000 plus 15% of the excess over \$500,000.</td> </tr> <tr> <td>Over \$1,000,000 but not over \$1,500,000</td> <td>\$175,000 plus 10% of the excess over \$1,000,000.</td> </tr> <tr> <td>Over \$1,500,000 but not over \$17,000,000</td> <td>\$225,000 plus 5% of the excess over \$1,500,000.</td> </tr> <tr> <td>Over \$17,000,000</td> <td>\$1,000,000.</td> </tr> </tbody> </table>		If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:	Not over \$500,000	20% of the amount on line 1e.	Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000.	Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000.	Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000.	Over \$17,000,000	\$1,000,000.		
If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:														
Not over \$500,000	20% of the amount on line 1e.														
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000.														
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000.														
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000.														
Over \$17,000,000	\$1,000,000.														
<b>g</b>	Grassroots nontaxable amount (enter 25% of line 1f) .....	114,516.													
<b>h</b>	Subtract line 1g from line 1a. If zero or less, enter -0- .....	0.													
<b>i</b>	Subtract line 1f from line 1c. If zero or less, enter -0- .....	0.													
<b>j</b>	If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year? .....		<input type="checkbox"/> Yes <input type="checkbox"/> No												

**4-Year Averaging Period Under Section 501(h)**  
(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the separate instructions for lines 2a through 2f.)

<b>Lobbying Expenditures During 4-Year Averaging Period</b>						
Calendar year (or fiscal year beginning in)	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) Total	
<b>2a</b>	Lobbying nontaxable amount	309,413.	422,769.	279,757.	458,065.	1,470,004.
<b>b</b>	Lobbying ceiling amount (150% of line 2a, column(e))					2,205,006.
<b>c</b>	Total lobbying expenditures					
<b>d</b>	Grassroots nontaxable amount	77,353.	105,692.	69,939.	114,516.	367,500.
<b>e</b>	Grassroots ceiling amount (150% of line 2d, column (e))					551,250.
<b>f</b>	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	Amount
<b>1</b> During the year, did the filing organization attempt to influence foreign, national, state, or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of:			
<b>a</b> Volunteers?			
<b>b</b> Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?			
<b>c</b> Media advertisements?			
<b>d</b> Mailings to members, legislators, or the public?			
<b>e</b> Publications, or published or broadcast statements?			
<b>f</b> Grants to other organizations for lobbying purposes?			
<b>g</b> Direct contact with legislators, their staffs, government officials, or a legislative body?			
<b>h</b> Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?			
<b>i</b> Other activities?			
<b>j</b> Total. Add lines 1c through 1i			
<b>2a</b> Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?			
<b>b</b> If "Yes," enter the amount of any tax incurred under section 4912			
<b>c</b> If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
<b>d</b> If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?			

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

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

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

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

**Part IV Supplemental Information**

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

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SCHEDULE D (Form 990)

Department of the Treasury Internal Revenue Service

Supplemental Financial Statements

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

Attach to Form 990.

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

OMB No. 1545-0047

2021

Open to Public Inspection

Name of the organization THE BARBARA BUSH FOUNDATION FOR FAMILY LITERACY INC Employer identification number 26-0587238

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

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include total number at end of year, aggregate value of contributions, grants, and end of year, and two yes/no questions about donor property and grant fund usage.

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

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include purpose of easements, a table for held at end of tax year (2a-2d), number of easements modified, states where located, monitoring policy, staff hours, expenses, and requirements for section 170(h)(4)(B)(i) and (ii).

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

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include reporting requirements for art and historical treasures, and amounts for revenue and assets.



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

- 3** Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply):
- |   |  |
|---|--|
| <b>a</b> <input type="checkbox"/> Public exhibition                   | <b>d</b> <input type="checkbox"/> Loan or exchange program |
| <b>b</b> <input type="checkbox"/> Scholarly research                  | <b>e</b> <input type="checkbox"/> Other _____              |
| <b>c</b> <input type="checkbox"/> Preservation for future generations |  |
- 4** Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.
- 5** During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?  Yes  No

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

- 1a** Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?  Yes  No
- b** If "Yes," explain the arrangement in Part XIII and complete the following table:
- |  | Amount    |
|--|-----------|
| <b>c</b> Beginning balance             | <b>1c</b> |
| <b>d</b> Additions during the year     | <b>1d</b> |
| <b>e</b> Distributions during the year | <b>1e</b> |
| <b>f</b> Ending balance                | <b>1f</b> |
- 2a** Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability?  Yes  No
- b** If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII

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

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

- 2** Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:
- a** Board designated or quasi-endowment \_\_\_\_\_%
- b** Permanent endowment \_\_\_\_\_%
- c** Term endowment \_\_\_\_\_%
- The percentages on lines 2a, 2b, and 2c should equal 100%.
- 3a** Are there endowment funds not in the possession of the organization that are held and administered for the organization by:
- |   | Yes           | No |
|---|---------------|----|
| <b>(i)</b> Unrelated organizations  | <b>3a(i)</b>  |    |
| <b>(ii)</b> Related organizations   | <b>3a(ii)</b> |    |
| <b>b</b> If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? | <b>3b</b>     |    |
- 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
<b>1a</b> Land				
<b>b</b> Buildings				
<b>c</b> Leasehold improvements				
<b>d</b> Equipment		74,515.	56,339.	18,176.
<b>e</b> Other				
<b>Total.</b> Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				18,176.

**THE BARBARA BUSH FOUNDATION  
FOR FAMILY LITERACY INC**

**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)		
<b>Total.</b> (Col. (b) must equal Form 990, Part X, col. (B) line 12.) ▶		

**Part VIII Investments - Program Related.**

Complete if the organization answered "Yes" 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)		
<b>Total.</b> (Col. (b) must equal Form 990, Part X, col. (B) line 13.) ▶		

**Part IX Other Assets.**

Complete if the organization answered "Yes" 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)	
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 15.) ▶	

**Part X Other Liabilities.**

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

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

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

THE BARBARA BUSH FOUNDATION  
FOR FAMILY LITERACY INC

**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.

<b>1</b>	Total revenue, gains, and other support per audited financial statements	<b>1</b>	7,544,050.
<b>2</b>	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
<b>a</b>	Net unrealized gains (losses) on investments	<b>2a</b>	-782,476.
<b>b</b>	Donated services and use of facilities	<b>2b</b>	356,955.
<b>c</b>	Recoveries of prior year grants	<b>2c</b>	
<b>d</b>	Other (Describe in Part XIII.)	<b>2d</b>	484,011.
<b>e</b>	Add lines <b>2a</b> through <b>2d</b>	<b>2e</b>	58,490.
<b>3</b>	Subtract line <b>2e</b> from line <b>1</b>	<b>3</b>	7,485,560.
<b>4</b>	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b	<b>4a</b>	177,395.
<b>b</b>	Other (Describe in Part XIII.)	<b>4b</b>	
<b>c</b>	Add lines <b>4a</b> and <b>4b</b>	<b>4c</b>	177,395.
<b>5</b>	Total revenue. Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 12.)	<b>5</b>	7,662,955.

**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.

<b>1</b>	Total expenses and losses per audited financial statements	<b>1</b>	6,824,865.
<b>2</b>	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
<b>a</b>	Donated services and use of facilities	<b>2a</b>	356,955.
<b>b</b>	Prior year adjustments	<b>2b</b>	
<b>c</b>	Other losses	<b>2c</b>	
<b>d</b>	Other (Describe in Part XIII.)	<b>2d</b>	484,011.
<b>e</b>	Add lines <b>2a</b> through <b>2d</b>	<b>2e</b>	840,966.
<b>3</b>	Subtract line <b>2e</b> from line <b>1</b>	<b>3</b>	5,983,899.
<b>4</b>	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b	<b>4a</b>	177,395.
<b>b</b>	Other (Describe in Part XIII.)	<b>4b</b>	
<b>c</b>	Add lines <b>4a</b> and <b>4b</b>	<b>4c</b>	177,395.
<b>5</b>	Total expenses. Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 18.)	<b>5</b>	6,161,294.

**Part XIII Supplemental Information.**

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

**PART X, LINE 2:**

THE FOUNDATION IS NO LONGER SUBJECT TO EXAMINATIONS BY MAJOR TAX JURISDICTIONS FOR YEARS ENDED DECEMBER 31, 2017 AND PRIOR.

**PART XI, LINE 2D - OTHER ADJUSTMENTS:**

FUNDRAISING EXPENSES 484,011.

**PART XII, LINE 2D - OTHER ADJUSTMENTS:**

FUNDRAISING EXPENSES 484,011.

**Part XIII** Supplemental Information *(continued)*

Multiple horizontal lines for supplemental information.

**SCHEDULE G  
(Form 990)**

**Supplemental Information Regarding Fundraising or Gaming Activities**

OMB No. 1545-0047

Complete if the organization answered "Yes" on Form 990, Part IV, line 17, 18, or 19, or if the organization entered more than \$15,000 on Form 990-EZ, line 6a.

**2021**

Department of the Treasury  
Internal Revenue Service

▶ Attach to Form 990 or Form 990-EZ.

Open to Public Inspection

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

Name of the organization **THE BARBARA BUSH FOUNDATION  
FOR FAMILY LITERACY INC** Employer identification number **26-0587238**

**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  Mail solicitations
  - b  Internet and email solicitations
  - c  Phone solicitations
  - d  In-person solicitations
  - e  Solicitation of non-government grants
  - f  Solicitation of government grants
  - g  Special fundraising events
- 2 a 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?  Yes  No
- b If "Yes," list the 10 highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least \$5,000 by the organization.

(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			
FORTIFIED STRATEGIES - 3425 BANNERMAN ROAD #105-441,	PROGRAMS WITH SPONSORSHIPS & PAID PRICE FOR		X	0.	59,500.	-59,500.
<b>Total</b>					59,500.	-59,500.

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.

AL, AK, AZ, AR, CA, CO, CT, DE, FL, GA, HI, ID, IL, IN, IA, KS, KY, LA, ME, MD, MA, MI, MN, MS, MO, MT, NE, NV, NH, NJ, NM, NY, NC, ND, OH, OK, OR, PA, RI, SC, SD, TN, TX, UT, VT, VA, WA, WV, WI, WY

**THE BARBARA BUSH FOUNDATION  
FOR FAMILY LITERACY INC**

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

		(a) Event #1	(b) Event #2	(c) Other events	(d) Total events (add col. (a) through col. (c))
		NATIONAL CELEBRATION (event type)	(event type)	NONE (total number)	
Revenue	<b>1</b> Gross receipts .....	623,843.			623,843.
	<b>2</b> Less: Contributions .....				
	<b>3</b> Gross income (line 1 minus line 2) .....	623,843.			623,843.
Direct Expenses	<b>4</b> Cash prizes .....				
	<b>5</b> Noncash prizes .....				
	<b>6</b> Rent/facility costs .....	31,068.			31,068.
	<b>7</b> Food and beverages .....	81,420.			81,420.
	<b>8</b> Entertainment .....				
	<b>9</b> Other direct expenses .....	371,523.			371,523.
	<b>10</b> Direct expense summary. Add lines 4 through 9 in column (d) .....				484,011.
<b>11</b> Net income summary. Subtract line 10 from line 3, column (d) .....				139,832.	

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

		(a) Bingo	(b) Pull tabs/instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (add col. (a) through col. (c))
Revenue	<b>1</b> Gross revenue .....				
Direct Expenses	<b>2</b> Cash prizes .....				
	<b>3</b> Noncash prizes .....				
	<b>4</b> Rent/facility costs .....				
	<b>5</b> Other direct expenses .....				
	<b>6</b> 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	
	<b>7</b> Direct expense summary. Add lines 2 through 5 in column (d) .....				
	<b>8</b> 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: \_\_\_\_\_

THE BARBARA BUSH FOUNDATION  
FOR FAMILY LITERACY INC

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

a The organization's facility		13a	%
b An outside facility		13b	%
- 14 Enter the name and address of the person who prepares the organization's gaming/special events books and records:

Name ▶ \_\_\_\_\_  
 Address ▶ \_\_\_\_\_

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

Name ▶ \_\_\_\_\_  
 Address ▶ \_\_\_\_\_

16 Gaming manager information:

Name ▶ \_\_\_\_\_  
 Gaming manager compensation ▶ \$ \_\_\_\_\_  
 Description of services provided ▶ \_\_\_\_\_  
 \_\_\_\_\_  
 Director/officer       Employee       Independent contractor

17 Mandatory distributions:

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

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

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

(I) NAME OF FUNDRAISER: FORTIFIED STRATEGIES  
 (I) ADDRESS OF FUNDRAISER:  
 3425 BANNERMAN ROAD #105-441, TALLAHASSEE, FL 32312  
 (II) ACTIVITY: PROGRAMS WITH SPONSORSHIPS & PAID PRICE FOR ATTENDANCE





**SCHEDULE I  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Grants and Other Assistance to Organizations,  
Governments, and Individuals in the United States**

Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.

▶ Attach to Form 990.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2021**

**Open to Public  
Inspection**

Name of the organization **THE BARBARA BUSH FOUNDATION  
FOR FAMILY LITERACY INC**

Employer identification number  
**26-0587238**

**Part I General Information on Grants and Assistance**

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

**2** Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

**Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments.** Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

<b>1 (a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC section (if applicable)	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of noncash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of noncash assistance	<b>(h)</b> Purpose of grant or assistance
BROWARD EDUCATION FOUNDATION PO BOX 5408 FT. LAUDERDALE, FL 33310	59-2359433		7,800.	0.			EDUCATION
MISSION CONSOLIDATED IND SCH DISTRICT - 1201 BRYCE DRIVE - MISSION, TX 78572	74-6001742		7,150.	0.			EDUCATION
THE SCHOOL BOARD OF MIAMI DADE 1450 NE 2ND AVENUE, RM 760 MIAMI, FL 33132	59-6000572		6,500.	0.			EDUCATION

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

**3** Enter total number of other organizations listed in the line 1 table ▶

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

Schedule I (Form 990) 2021

**THE BARBARA BUSH FOUNDATION  
FOR FAMILY LITERACY INC**

**Part III Grants and Other Assistance to Domestic Individuals.** Complete if the organization answered "Yes" on Form 990, Part IV, line 22.  
Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance

**Part IV Supplemental Information.** Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

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**SCHEDULE J  
(Form 990)**

**Compensation Information**

OMB No. 1545-0047

**2021**

Open to Public Inspection

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

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

▶ Attach to Form 990.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

Department of the Treasury  
Internal Revenue Service

Name of the organization **THE BARBARA BUSH FOUNDATION  
FOR FAMILY LITERACY INC** Employer identification number **26-0587238**

**Part I Questions Regarding Compensation**

**1a** Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- |  |  |
|--|--|
| <input type="checkbox"/> First-class or charter travel             | <input type="checkbox"/> Housing allowance or residence for personal use   |
| <input type="checkbox"/> Travel for companions                     | <input type="checkbox"/> Payments for business use of personal residence   |
| <input type="checkbox"/> Tax indemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees     |
| <input type="checkbox"/> Discretionary spending account            | <input type="checkbox"/> Personal services (such as maid, chauffeur, chef) |

**b** If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain .....

**2** Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a? .....

**3** Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> Compensation committee              | <input checked="" type="checkbox"/> Written employment contract                     |
| <input checked="" type="checkbox"/> Independent compensation consultant | <input checked="" type="checkbox"/> Compensation survey or study                    |
| <input checked="" type="checkbox"/> Form 990 of other organizations     | <input checked="" type="checkbox"/> Approval by the board or compensation committee |

**4** During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

**a** Receive a severance payment or change-of-control payment? .....

**b** Participate in or receive payment from a supplemental nonqualified retirement plan? .....

**c** Participate in or receive payment from an equity-based compensation arrangement? .....

If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

**Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.**

**5** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

**a** The organization? .....

**b** Any related organization? .....

If "Yes" on line 5a or 5b, describe in Part III.

**6** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

**a** The organization? .....

**b** Any related organization? .....

If "Yes" on line 6a or 6b, describe in Part III.

**7** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III .....

**8** Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III .....

**9** If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)? .....

	Yes	No
<b>1b</b>		
<b>2</b>		
<b>4a</b>		X
<b>4b</b>		X
<b>4c</b>		X
<b>5a</b>		X
<b>5b</b>		X
<b>6a</b>		X
<b>6b</b>		X
<b>7</b>		X
<b>8</b>		X
<b>9</b>		

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

Schedule J (Form 990) 2021

THE BARBARA BUSH FOUNDATION  
FOR FAMILY LITERACY INC

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

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

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

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1) BRITISH ROBINSON PRESIDENT/CEO	(i)	367,110.	17,915.	-1,075.	30,802.	10,270.	425,022.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(2) ANDREW ROBERTS CHIEF OPERATING OFFICER	(i)	244,400.	12,220.	794.	20,743.	0.	278,157.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(3) JYOTI SCHLESINGER VP OF MISSIONS & PROGRAMS	(i)	200,000.	0.	510.	8,711.	10,270.	219,491.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(4) EVANGELINE FIELDS CHIEF FINANCIAL OFFICER	(i)	181,913.	9,096.	1,541.	15,554.	373.	208,477.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(5) CHRISTOPHER ROBINSON MAJOR GIFTS OFFICER	(i)	178,500.	8,925.	-20,472.	14,994.	10,270.	192,217.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(6) HUTTON HIGGINS VP OF DEVELOPMENT	(i)	139,500.	6,333.	0.	11,667.	10,270.	167,770.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							



**SCHEDULE M  
(Form 990)**

**Noncash Contributions**

OMB No. 1545-0047

**2021**

Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

- ▶ Complete if the organizations answered "Yes" on Form 990, Part IV, lines 29 or 30.
- ▶ Attach to Form 990.
- ▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

Name of the organization **THE BARBARA BUSH FOUNDATION  
FOR FAMILY LITERACY INC** Employer identification number **26-0587238**

**Part I Types of Property**

	(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining noncash contribution amounts
1 Art - Works of art				
2 Art - Historical treasures				
3 Art - Fractional interests				
4 Books and publications	X		25,258.	ACTUAL
5 Clothing and household goods				
6 Cars and other vehicles				
7 Boats and planes				
8 Intellectual property				
9 Securities - Publicly traded				
10 Securities - Closely held stock				
11 Securities - Partnership, LLC, or trust interests				
12 Securities - Miscellaneous				
13 Qualified conservation contribution - Historic structures				
14 Qualified conservation contribution - Other				
15 Real estate - Residential				
16 Real estate - Commercial				
17 Real estate - Other				
18 Collectibles				
19 Food inventory				
20 Drugs and medical supplies				
21 Taxidermy				
22 Historical artifacts				
23 Scientific specimens				
24 Archeological artifacts				
25 Other ▶ ( MEETING SPACE )	X	0	10,800.	ACTUAL
26 Other ▶ ( WINE )	X	0	4,788.	ACTUAL
27 Other ▶ ( PLANE TICKETS )	X	0	3,200.	ACTUAL
28 Other ▶ ( )				

29 Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part V, Donee Acknowledgement **29**

	Yes	No
30a During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 28, that it must hold for at least three years from the date of the initial contribution, and which isn't required to be used for exempt purposes for the entire holding period?		X
b If "Yes," describe the arrangement in Part II.		
31 Does the organization have a gift acceptance policy that requires the review of any nonstandard contributions?		X
32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions?		X
b If "Yes," describe in Part II.		
33 If the organization didn't report an amount in column (c) for a type of property for which column (a) is checked, describe in Part II.		

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

Schedule M (Form 990) 2021

**Part II**

**Supplemental Information.** Provide the information required by Part I, lines 30b, 32b, and 33, and whether the organization is reporting in Part I, column (b), the number of contributions, the number of items received, or a combination of both. Also complete this part for any additional information.

Multiple horizontal lines for supplemental information.

**SCHEDULE O  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

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

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

▶ Attach to Form 990 or Form 990-EZ.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2021**

Open to Public  
Inspection

Name of the organization	THE BARBARA BUSH FOUNDATION FOR FAMILY LITERACY INC	Employer identification number	26-0587238
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**FORM 990, PART I, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:**

THE BARBARA BUSH FOUNDATION FOR FAMILY LITERACY IS COMMITTED TO  
BUILDING A STRONGER, MORE EQUITABLE AMERICA THROUGH LITERACY.

**FORM 990, PART III, LINE 2, NEW PROGRAM SERVICES:**

SEE TECHNOLOGY AND INNOVATION NARRATIVE

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

EDUCATION AND THOUGHT LEADERSHIP

FORMER FIRST LADY BARBARA BUSH CHOSE LITERACY AS HER LIFE'S WORK BASED  
ON A SIMPLE, BUT POWERFUL BELIEF: "IF MORE PEOPLE COULD READ, WRITE,  
AND COMPREHEND, WE WOULD BE THAT MUCH CLOSER TO SOLVING SO MANY OF THE  
PROBLEMS PLAGUING OUR SOCIETY."

SHE KNEW THAT LITERACY IS THE KEY TO A LIFE OF EQUITY, OPPORTUNITY, AND  
PROSPERITY FOR ALL AMERICANS. SINCE SHE ESTABLISHED THE BARBARA BUSH  
FOUNDATION FOR FAMILY LITERACY IN 1989, RESEARCH HAS PROVEN HER RIGHT,  
LINKING LITERACY TO SOME OF THE MOST PRESSING ISSUES OF OUR TIME.

OVER THE PAST THREE DECADES, THE BARBARA BUSH FOUNDATION HAS SUPPORTED  
FAMILY LITERACY PROGRAMS IN ALL 50 STATES AND THE DISTRICT OF COLUMBIA,  
CHANGING THE LIVES OF COUNTLESS PARENTS AND CHILDREN. TODAY, WE REMAIN  
COMMITTED TO BARBARA BUSH'S VISION, WORKING TOWARD AN AMERICA IN WHICH  
ALL ADULTS HAVE THE OPPORTUNITY TO READ, WRITE, AND COMPREHEND IN ORDER  
TO NAVIGATE THE WORLD WITH DIGNITY.

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

Schedule O (Form 990) 2021

132211 11-11-21



Name of the organization THE BARBARA BUSH FOUNDATION  
FOR FAMILY LITERACY INC

Employer identification number  
26-0587238

LOW LITERACY IS A SILENT AND ENDURING CRISIS IN OUR COUNTRY, PREVENTING 130 MILLION AMERICANS FROM FULLY ENGAGING IN OUR SOCIETY AS PARENTS, WORKERS, AND CITIZENS. ROUGHLY 54 PERCENT OF U.S. ADULTS AGED 16-74 LACK PROFICIENCY IN LITERACY, ESSENTIALLY READING BELOW A SIXTH GRADE LEVEL. LOW LITERACY LIES AT THE CORE OF THE MULTIGENERATIONAL CYCLES OF POVERTY, POOR HEALTH, AND LOW EDUCATIONAL ATTAINMENT THAT IMPACT OUR FAMILIES, COMMUNITIES, AND OUR NATION AS A WHOLE. ACCORDING TO A GALLUP STUDY COMMISSIONED BY THE BARBARA BUSH FOUNDATION, THE U.S. COULD BE LOSING \$2.2 TRILLION - OR 10% OF GDP - ANNUALLY DUE TO LOW ADULT LITERACY RATES.

THE BARBARA BUSH FOUNDATION IS DEDICATED TO BRIDGING THE ENORMOUS GAP BETWEEN AVAILABLE RESOURCES AND THE POPULATION IN NEED. THIS ISSUE IS LARGELY IGNORED, HISTORICALLY UNDERFUNDED, AND WOEFULLY UNDER-RESEARCHED, DESPITE BEING ONE OF THE GREAT SOLVABLE PROBLEMS OF OUR TIME. WE KNOW THAT THIS PROBLEM IS TOO LARGE FOR ANY ONE ORGANIZATION TO TACKLE ALONE. TO SOLVE IT, WE MUST BREAK DOWN SILOS TO GALVANIZE COLLECTIVE ACTION AND FILL RESEARCH GAPS TO FURTHER UNDERSCORE LITERACY'S IMPACT ON EQUITY, POVERTY, AND HEALTH-ULTIMATELY SHINING A LIGHT ON AMERICA'S SILENT CRISIS.

WE ARE COMMITTED TO CREATING THE KNOWLEDGE AND EVIDENCE BASES THAT WE NEED TO MOVE THE NEEDLE ON LOW LITERACY. IT IS CRITICAL THAT WE "PUT A FACE" ON THE PROBLEM BY PINPOINTING THE PEOPLE AND PLACES THAT IT IMPACTS DIRECTLY, AS WELL AS THE RIPPLE EFFECTS THAT IT SENDS THROUGHOUT OUR SOCIETY.

Name of the organization THE BARBARA BUSH FOUNDATION FOR FAMILY LITERACY INC	Employer identification number 26-0587238
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WE TAKE AN EVIDENCE-BASED APPROACH ON EVERY LEVEL-INVESTING IN ACADEMIC RESEARCH TO DOCUMENT THE CRISIS AND ITS IMPACTS, AND TO INFORM THE WORK OF PRACTITIONERS, AS WELL AS SUPPORTING PROGRAMS AND INITIATIVES THAT ARE GROUNDED IN THE SCIENCE OF READING AND EMPLOY AGE-APPROPRIATE ADULT LEARNING THEORY TO MAXIMIZE IMPACT.

EVERY BARBARA BUSH FOUNDATION PROGRAM AND INITIATIVE UTILIZES EVIDENCE-BASED LEARNING THEORY, AND IS CONTINUALLY EVALUATED TO ASSESS IMPACT. OUR COMMITMENT TO MEASUREMENT AND ACCOUNTABILITY PROVIDES CRITICAL DATA THAT INFORMS NOT ONLY OUR WORK, BUT THE WORK OF THE ENTIRE FIELD, AND ENSURES BETTER OUTCOMES FOR THE FAMILIES AND COMMUNITIES WE SERVE. OUR RESULTS-DRIVEN SOLUTIONS INCLUDE:

NATIONAL ACTION PLAN FOR ADULT LITERACY: IN OUR ROLE AS A THOUGHT LEADER, WE CONCEIVED AND CONVENED THE FIRST EVER NATIONAL ACTION PLAN FOR ADULT LITERACY. DEVELOPED IN COLLABORATION WITH MORE THAN 100 EXPERT STAKEHOLDERS, THIS MULTISECTOR, MULTIYEAR INITIATIVE AIMS TO TRANSFORM ADULT AND FAMILY LITERACY FOR MILLIONS OF AMERICANS BY DRIVING INCLUSIVE, COLLECTIVE ACTION TO ADDRESS SYSTEMIC CHALLENGES OVER THE NEXT FIVE YEARS.

THE PLAN HAS THREE BROAD, MUTUALLY REINFORCING GOALS:

\*ACCESS: MAKE LITERACY SUPPORT SERVICES ACCESSIBLE TO EVERYONE WHO WANTS THEM.

\*QUALITY: ENSURE THAT LITERACY PROGRAMS ARE EFFECTIVE AND EFFICIENT IN HELPING ADULTS IMPROVE THEIR READING, WRITING, DIGITAL, AND NUMERACY SKILLS.

Name of the organization	THE BARBARA BUSH FOUNDATION FOR FAMILY LITERACY INC	Employer identification number	26-0587238
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\*UPTAKE: ENCOURAGE MORE ADULTS TO ENGAGE IN SUPPORT PROGRAMS THAT IMPROVE THEIR LITERACY, DIGITAL, AND NUMERACY SKILLS.

IMPLEMENTATION OF THE NATIONAL ACTION PLAN WAS OFFICIALLY LAUNCHED ALONGSIDE DR. JILL BIDEN, FIRST LADY OF THE UNITED STATES, AT THE 2021 NATIONAL SUMMIT ON ADULT LITERACY. WORK IS NOW UNDERWAY TO IMPLEMENT THE PLAN'S RECOMMENDED INITIATIVES AND ACTIVITIES, GUIDED BY A MULTISECTOR GROUP OF EXPERTS FROM INSIDE AND BEYOND THE LITERACY FIELD.

NATIONAL SUMMIT ON ADULT LITERACY: THE 2021 NATIONAL SUMMIT ON ADULT LITERACY, HELD AT THE REACH AT THE KENNEDY CENTER IN WASHINGTON, D.C., CONVENEED MORE THAN 150 ADULT LITERACY EXPERTS, EDUCATION RESEARCHERS, EDTECH INNOVATORS, PHILANTHROPIC LEADERS AND INDUSTRY PARTNERS. EMCEED BY ALI VELSHI OF MSNBC, THE SUMMIT INCLUDED KEYNOTE REMARKS FROM DR. JILL BIDEN, FIRST LADY OF THE UNITED STATES; COLLABORATIVE, CROSS-SECTOR WORKING SESSIONS; AND A PANEL DISCUSSION FEATURING REPRESENTATIVES FROM BUSINESS ROUNDTABLE, DOLLAR GENERAL, HUMANA, INTEL, MICROSOFT, AND SHELL.

NATIONAL CELEBRATION OF READING: THE NATIONAL CELEBRATION OF READING, THE BARBARA BUSH FOUNDATION'S SIGNATURE BIENNIAL EVENT, BRINGS TOGETHER BESTSELLING AUTHORS AND ENTERTAINERS, LITERACY TRAILBLAZERS, AND FRIENDS AND SUPPORTERS TO EDUCATE THE PUBLIC ABOUT LITERACY ISSUES AND ADVANCE THE WORK OF THE BARBARA BUSH FOUNDATION. THE 2021 EVENT, HELD AT THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS IN WASHINGTON, D.C., WAS EMCEED BY PULITZER PRIZE-WINNING JOURNALIST JONATHAN CAPEHART, AND FEATURED LIVE AND VIRTUAL APPEARANCES FROM PRESIDENT GEORGE W. BUSH, MATEO ASKARIPOUR, LEVAR BURTON, EVA CHEN, MEENA HARRIS,

Name of the organization THE BARBARA BUSH FOUNDATION FOR FAMILY LITERACY INC	Employer identification number 26-0587238
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LESLIE JORDAN, LUPITA NYONG'O, TIM SHRIVER, AND DARREN WALKER.

LITERACY GAP MAP: OUR LITERACY GAP MAP (MAP.BARBARABUSH.ORG) VISUALLY REPRESENTS THE RELATIONSHIP OF LITERACY TO HEALTH, INCOME, AND EDUCATION NATIONWIDE-LITERALLY PUTTING LOW LITERACY AND ITS DEVASTATING EFFECTS ON THE MAP AT THE COUNTY, STATE, AND CITY LEVEL TO INFORM RESOURCE DEVELOPMENT AND DECISION MAKING.

BARBARA BUSH FELLOWS: OUR BARBARA BUSH FELLOWS PROGRAM FUELS CRITICAL LITERACY RESEARCH. THESE TWO-YEAR GRANTS SUPPORT ACADEMIC RESEARCH THAT WILL HELP INCREASE LEARNING, ACCELERATE INNOVATION, AND INCUBATE THE MOST EFFECTIVE INITIATIVES, AS WELL AS EXPLORE THE MOST PRESSING QUESTIONS FACED BY LITERACY PRACTITIONERS TODAY. WE CURRENTLY HAVE TWO FELLOWS WORKING IN THE FIELD: THE ANNENBERG BARBARA BUSH FELLOW AT TEXAS A&M UNIVERSITY AND THE DOLLAR GENERAL BARBARA BUSH FELLOW AT THE UNIVERSITY OF NEW MEXICO.

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

READING MENTORSHIP PROGRAMS

TEEN TRENDSETTERS IS AMONG THE BARBARA BUSH FOUNDATION'S LONGEST-RUNNING PROGRAMS. THE PROGRAM PAIRS TEEN MENTORS WITH ELEMENTARY SCHOOLERS WHO ARE READING FOUR MONTHS OR MORE BELOW GRADE LEVEL, USING EVIDENCE-BASED STRATEGIES AND ACTIVITIES TO BUILD LITERACY SKILLS AND CONFIDENCE. SINCE ITS LAUNCH IN 2002, TEEN TRENDSETTERS HAS EVOLVED TO SERVE STRUGGLING ELEMENTARY SCHOOL READERS AND THEIR FAMILIES, LEVERAGING AN INNOVATIVE COMBINATION OF HIGH QUALITY CURRICULUM, RESEARCH-PROVEN MENTORING TECHNIQUES, AND PARENTAL

Name of the organization	THE BARBARA BUSH FOUNDATION FOR FAMILY LITERACY INC	Employer identification number	26-0587238
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ENGAGEMENT TO IMPROVE LITERACY SKILLS ACROSS MULTIPLE GENERATIONS.

COVID-19 RESPONSE

THE COVID-19 PANDEMIC CAUSED RESTRICTIONS LIMITING PERSON-TO-PERSON CONTACT AND ACCESS TO SCHOOL FACILITIES, LEADING TO THE SUSPENSION OR TERMINATION OF MANY SCHOOL-RELATED SUPPORT PROGRAMS. HOWEVER, TEEN TRENDSETTERS FACED THIS CHALLENGE HEAD-ON, AVOIDING ANY DISRUPTION OF SERVICES TO STRUGGLING READERS AND THEIR FAMILIES DURING THE PANDEMIC BY CONTINUING TO SUPPORT SCHOOLS THAT REMAIN OPEN TO IN-PERSON LEARNING, AS WELL AS THOSE LEARNING REMOTELY, THROUGH A "PILOT" DIGITAL VERSION OF THE PROGRAM. IN ADDITION, THE FOUNDATION CONTINUED TO PROVIDE PRINTED BOOKS FOR PARTICIPANTS TO BUILD THEIR HOME LIBRARIES AND CONTINUE READING AT HOME.

OUR IMPACT

SINCE 2002:

THE BARBARA BUSH FOUNDATION HAS SUPPORTED MORE THAN 1,700 TEEN TRENDSETTERS PROGRAMS IN 18 STATES, PROVIDING MORE THAN 555,000 BOOKS TO NEARLY 37,000 STRUGGLING READERS. OVER 40,000 MENTORS HAVE VOLUNTEERED MORE THAN 718,000 HOURS TO HELP THEIR MENTEES IMPROVE THEIR READING, WITH OUTSTANDING RESULTS.

OUR RESULTS

OVERALL, MENTEES PROGRESS ONE GRADE LEVEL OR MORE IN READING AFTER SEVEN MONTHS IN THE TEEN TRENDSETTERS PROGRAM.

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THE INCREASE OF MORE THAN ONE GRADE LEVEL IN READING IS EVEN MORE SUBSTANTIAL, GIVEN THAT MENTEES BEGAN WELL BELOW GRADE LEVEL.

THIS PROGRESS IS SIGNIFICANT BECAUSE MENTEES SHOWED 50% MORE GROWTH THAN WOULD BE EXPECTED FOR AN ON-GRADE OR ABOVE-GRADE READER DURING THIS TIME.

A THIRD-PARTY COMPARISON STUDY IN 2016 REVEALED THAT MENTEES SHOWED 61% MORE GROWTH THAN THEIR PEERS WHO DID NOT TAKE PART IN THE PROGRAM, GAINING NEARLY HALF A YEAR'S WORTH OF ADDITIONAL READING SKILLS.

IN RECENT YEARS, WE HAVE ENHANCED THE PROGRAM TO SERVE ENTIRE FAMILIES, INCORPORATING RESOURCES AND NEW TECHNOLOGY THAT EQUIP PARENTS TO FULFILL THEIR ESSENTIAL ROLE AS-IN THE WORDS OF BARBARA BUSH-THEIR CHILD'S "FIRST AND BEST TEACHER." EACH BOOK THAT CHILDREN READ WITH THEIR TEEN MENTOR IS ADDED TO THEIR HOME LIBRARIES, ACCOMPANIED BY A PARENT GUIDE THAT ENGAGES CAREGIVERS BY PROVIDING LITERACY ACTIVITIES FOR HOME. RECOGNIZING THAT MANY PARENTS AND CAREGIVERS MAY STRUGGLE WITH READING THEMSELVES, WE OFFER RESOURCES FOR THEM AS WELL. EACH PARENT GUIDE PROVIDES FREE ACCESS TO THE CELL-ED ADULT LITERACY APP FOR PARENTS WHO WISH TO IMPROVE THEIR OWN LITERACY SKILLS WITHOUT ATTENDING CLASSES.

THE TEEN TRENDSETTERS PROGRAM WAS RECOGNIZED WITH A SUCCESSFUL PRACTICES AWARD BY THE LIBRARY OF CONGRESS' 2021 LITERACY AWARDS. AS WE PREPARE TO MARK THE PROGRAM'S 20TH ANNIVERSARY IN 2022, WE LOOK FORWARD TO EXPANDING ITS REACH TO EVEN MORE LEARNERS AND FAMILIES.

BOOK EXPLORERS

BUILDING ON THE SUCCESS OF TEEN TRENDSETTERS, THE FOUNDATION HAS

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LAUNCHED A NEW READING MENTORSHIP PROGRAM-BOOK EXPLORERS-WHICH IS AIMED TO HELP TARGET "SUMMER SLIDE" OR COVID-19-RELATED LEARNING GAPS BY ALLOWING STUDENTS TO KEEP PROGRESSING YEAR-ROUND. THE PROGRAM PAIRS STUDENTS IN GRADES 1-3 WITH A READING MENTOR, USING TARGETED STRATEGIES AND ACTIVITIES TO BUILD LITERACY SKILLS AND CONFIDENCE. ALL PROGRAM MATERIALS ARE DIGITAL AND AVAILABLE ONLINE, INCLUDING A SERIES OF ENGAGING, AGE-APPROPRIATE FICTION AND NON-FICTION BOOKS, AS WELL AS ACCOMPANYING GUIDES FOR PARENTS/CAREGIVERS AND MENTORS. LEARNING TEAMS HAVE THE FLEXIBILITY TO MEET VIRTUALLY OR IN-PERSON. BOOK EXPLORERS CAN BE USED IN CONJUNCTION WITH THE TEEN TRENDSETTERS PROGRAM TO EXTEND LEARNING YEAR-ROUND. THE FOUNDATION PILOTED THE PROGRAM IN FLORIDA, MAINE, AND TEXAS IN SUMMER 2021, AND THE PROGRAM IS NOW AVAILABLE NATIONWIDE.

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

TECHNOLOGY AND INNOVATION

OVER THE PAST TWO YEARS, TECHNOLOGY HAS PLAYED AN INCREASINGLY CRITICAL ROLE IN LEARNING - REINFORCING THE NEED FOR TOOLS THAT TRULY MEET STUDENTS WHERE THEY ARE. WHILE THERE ARE PLENTY OF TECHNOLOGY TOOLS AVAILABLE FOR K-12 LEARNING, VERY FEW EXISTING TOOLS MEET THE UNIQUE NEEDS OF THEIR PARENTS AND CAREGIVERS. THROUGH OUR WORK IN EDUCATION TECHNOLOGY, WE ARE WORKING TO BRIDGE THIS GAP.

ROBERT AND DOROTHY KING TECHNOLOGY INNOVATION FUND

IN MARCH 2021, WE LAUNCHED THE FIRST-EVER TECHNOLOGY FUND FOR LITERACY: THE ROBERT AND DOROTHY KING TECHNOLOGY INNOVATION FUND. THE FUND POWERS OUR WORK TO DRIVE THE DEVELOPMENT OF GROUNDBREAKING TOOLS FOR ADULT

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LEARNERS AND THEIR FAMILIES BY:

HARNESSING THE POWER OF TECHNOLOGY TO REACH FAMILIES WHERE THEY LIVE, WORK, PLAY, AND PRAY

COMBINING OUR VAST NETWORK AND DEEP EXPERTISE IN ADULT LEARNING THEORY AND FAMILY LITERACY PROGRAMMING WITH LEADING EMERGING EDUCATIONAL TECHNOLOGY TO EXPAND OPPORTUNITIES FOR LEARNING BEYOND THE TRADITIONAL CLASSROOM

IDENTIFYING AND SCALING INNOVATIVE LEARNING TOOLS FOR ADULTS, INCLUDING MOBILE APPS, MIXED REALITY, AND GAMING-INVESTING EXPERTISE TO OPTIMIZE AND BRING PROMISING SOLUTIONS TO MARKET

CURRENT INVESTMENTS UNDER THE ROBERT AND DOROTHY KING TECHNOLOGY INNOVATION FUND INCLUDE:

ENIGMA: THIS INTERACTIVE, GAME-BASED APP WAS DEVELOPED BY SOUTHERN METHODIST UNIVERSITY IN PARTNERSHIP WITH THE BARBARA BUSH FOUNDATION AND THE DOLLAR GENERAL LITERACY FOUNDATION. THE GAME CURRENTLY SERVES LEARNERS WHO READ UP TO A THIRD-GRADE LEVEL. WORK IS UNDERWAY TO EXPAND THE RANGE OF LITERACY SKILLS TO GRADES 3-8, PILOT TEST THE GAME WITH ADULT LEARNERS, AND EVALUATE ITS EFFICACY.

MICROSOFT'S HOLOLENS 2: THIS MIXED REALITY HEADSET PROJECTS INTERACTIVE HOLOGRAMS INTO THE WEARER'S FIELD OF VIEW. WORKING IN PARTNERSHIP WITH MICROSOFT, SPHEREGEN TECHNOLOGIES, AND T-MOBILE, WE ARE EXPLORING THE POTENTIAL FOR USE OF THE HOLOLENS 2 IN CONCERT WITH CUTTING-EDGE EYE



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TRACKING TECHNOLOGY TO HELP EDUCATORS AND PROVIDERS IN A VARIETY OF  
SETTINGS IDENTIFY LITERACY ISSUES AND CRAFT PERSONALIZED, EFFECTIVE  
LEARNING PLANS TO IMPROVE LEARNER OUTCOMES.

AMIRA: AMIRA IS AN ACCURATE, ONLINE, ARTIFICIAL INTELLIGENCE-DRIVEN,  
PERSONALIZED INTELLIGENT READING TUTOR GROUNDED IN READING SCIENCE. THE  
AMIRA AVATAR LISTENS TO STUDENTS WHILE THEY READ, AND AS A STUDENT  
STALLS OR MAKES A MISTAKE, SHE DRAWS FROM OVER 30 DIFFERENT  
"MICRO-INTERVENTIONS" BACKED BY READING SCIENCE. WE HAVE PARTNERED WITH  
AMIRA TO SUPPORT READING TOGETHER - A PROJECT FUNDED BY A GRANT FROM  
THE U.S. DEPARTMENT OF EDUCATION'S INSTITUTE OF EDUCATION SCIENCES.  
READING TOGETHER WILL CREATE AN ARTIFICIAL INTELLIGENCE ENABLED FAMILY  
SUPPORT PROGRAM THAT OFFERS PARENTS OF ALL LITERACY LEVELS PERSONALIZED  
TOOLS TO SUPPORT THEIR CHILDREN'S READING SKILLS, FOSTERS STRONGER  
COLLABORATION BETWEEN HOME AND SCHOOL, AND PROVIDES EMERGENT READERS  
WITH TARGETED INSTRUCTION BASED ON THE SCIENCE OF READING.

CELL-ED: SILICON VALLEY-BASED DEVELOPER CELL-ED CREATES MOBILE-FIRST  
TOOLS THAT MAKE LEARNING EASY, FUN, AND FAST FOR ADULTS, PROVIDING LIVE  
EDUCATION COACHES WITH NO INTERNET, DATA PLAN, OR CLASSROOM REQUIRED.  
THE APP'S LITERACY PROGRAM IS DELIVERED IN SHORT, THREE-MINUTE  
INCREMENTS, WORKS ON ANY DEVICE, AND DOES NOT EVEN REQUIRE A  
SMARTPHONE-EXPANDING REACH TO AN ENTIRE SUBSET OF ADULT LEARNERS WHO  
ARE OFTEN LEFT BEHIND. WE HAVE EMBEDDED THE ADULT LITERACY APP IN OUR  
FAMILY LITERACY PROGRAMS, AND IN 2021, WE PARTNERED WITH CELL-ED TO  
LAUNCH OUR FIRST APP-BASED EARLY LITERACY COURSE-BUILDING FUTURE  
READERS-FOR PARENTS AND CAREGIVERS OF CHILDREN AGES THREE THROUGH  
EIGHT. WE'RE ALSO PROUD TO SERVE AS A FOUNDING PARTNER IN THE CELL-ED

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ONE MILLION LEARNER CHALLENGE-AN INITIATIVE THAT PUT THE APP IN THE  
HANDS OF 114,000 LEARNERS IN LOW-SKILLED, MARGINALIZED COMMUNITIES OVER  
THE PAST YEAR.

TECHNOLOGY ADVISORY COUNCIL

AS WE MOVE FORWARD WITH OUR EDTECH INVESTMENTS, WE CONTINUE TO LEVERAGE  
THE EXPERTISE OF OUR TECHNOLOGY ADVISORY COUNCIL. THIS DIVERSE GROUP OF  
INNOVATORS-WHICH INCLUDES SILICON VALLEY LEADERS, VENTURE CAPITALISTS,  
INDUSTRY TRAILBLAZERS, AND SOME OF THE NATION'S TOP PHILANTHROPIES AND  
NONPROFITS-SUPPORTS AND ADVISES OUR USE OF TECHNOLOGY AND DIGITAL TOOLS  
TO SERVE ADULT LEARNERS. THEIR CRITICAL INPUT WILL HELP SHAPE THE  
TRAJECTORY OF NOT JUST OUR WORK, BUT THE ENTIRE LITERACY FIELD, IN THE  
YEARS TO COME.

FORM 990, PART VI, SECTION A, LINE 2:

JEB BUSH, JR AND DORO BUSH KOCH ARE RELATED.

FORM 990, PART VI, SECTION B, LINE 11B:

THE FORM 990 AND ALL ACCOMPANYING SCHEDULES ARE PREPARED BY THE  
ORGANIZATION'S PUBLIC ACCOUNTING FIRM BASED ON DATA SUPPLIED BY THE  
ORGANIZATION. ONCE A REVIEW IS PERFORMED BY MANAGEMENT OF THE ORGANIZATION,  
THE FORM 990 AND ALL ACCOMPANYING SCHEDULES ARE APPROVED BY THE AUDIT  
COMMITTEE TO PRESENT TO THE BOARD OF DIRECTORS FOR THEIR FINAL REVIEW AND  
APPROVAL.

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

EACH YEAR BEFORE ITS ANNUAL MEETING, THE ORGANIZATION'S CONFLICT OF

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INTEREST POLICY COVERING MANAGEMENT STAFF AND BOARD MEMBERS IS REVIEWED AND REVISED AS REVISIONS ARE CONSIDERED NECESSARY BY THE CEO. ANNUALLY THE MANAGEMENT STAFF AND BOARD MEMBERS ARE REQUIRED TO REVIEW, SIGN, AND SUBMIT A CONFLICT OF INTEREST FORM. FOLLOWING FULL DISCLOSURE OF A POSSIBLE CONFLICT, THE BOARD OF DIRECTORS SHALL DETERMINE WHETHER A CONFLICT OF INTEREST EXISTS AND, IF SO THE BOARD SHALL VOTE TO AUTHORIZE OR REJECT THE TRANSACTION OR TAKE ANY OTHER ACTIONS DEEMED NECESSARY TO ADDRESS THE CONFLICT AND PROTECT THE BARBARA BUSH FOUNDATION'S BEST INTEREST.

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

THE SALARIES AND OTHER COMPENSATION OF THE CHIEF EXECUTIVE OFFICER AND AGENTS OF THE CORPORATION (ACTING IN SUCH CAPACITIES) SHALL BE DECIDED BY THE BOARD OF DIRECTORS OR A DULY AUTHORIZED COMMITTEE OF THE BOARD OF DIRECTORS. COMPENSATION DECISIONS MADE BY THE BOARD OF DIRECTORS OR A COMMITTEE THEREOF SHALL REQUIRE THE AFFIRMATIVE VOTE OF A MAJORITY OF THE MEMBERS OF THE BOARD OF DIRECTORS OR SUCH COMMITTEE.

THE PRESIDENT/CEO SHALL BE NOMINATED BY THE NOMINATING AND GOVERNANCE COMMITTEE, APPOINTED BY THE BOARD OF DIRECTORS AND SERVE UNTIL HIS OR HER RESIGNATION, REMOVAL, DISQUALIFICATION OR DEATH AND UNTIL HIS OR HER SUCCESSOR IS APPOINTED. THE PRESIDENT/CEO WILL BE EVALUATED ANNUALLY BY THE COMPENSATION COMMITTEE IN COORDINATION WITH AN OUTSIDE PERFORMANCE EVALUATION EXPERT.

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

AL, AK, AR, CA, CT, DC, FL, GA, HI, IL, KS, KY, MD, MA, MI, MN, MS, NV, NH, NJ, NY, NC, OK, OR, PA, SC, TN, UT, VA, WA, WV, WI, WY

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

THE ORGANIZATION'S GOVERNING DOCUMENTS ARE AVAILABLE THROUGH THE FLORIDA DEPARTMENT OF AGRICULTURE & CONSUMER SERVICES.

FORM 990, PART I, LINE 6, VOLUNTEERS:

THE BARBARA BUSH FOUNDATION FOR FAMILY LITERACY, INC IS A PUBLIC CHARITY FOUNDED BY FORMER FIRST LADY BARBARA BUSH. THE BUSH FAMILY IS PROUD TO SUPPORT LITERACY THROUGH THEIR PHILANTHROPIC EFFORTS. DOROTHY BUSH KOCH IS HONORARY CHAIR AND SERVES AS A VOLUNTEER MEMBER OF THE BOARD OF DIRECTORS. DOROTHY'S NEPHEW, JEB BUSH, JR., IS ALSO A VOLUNTEER MEMBER OF THE BOARD OF DIRECTORS. BUSH FAMILY MEMBERS WHO LEND THEIR NAMES AND VALUABLE TIME AS VOLUNTEERS, PARTICULARLY TO SUPPORT THE FOUNDATION'S CELEBRATION OF READING EVENTS, INCLUDE PRESIDENT GEORGE W. AND LAURA BUSH, GOVERNOR JEB AND COLUMBA BUSH, MARVIN AND MARGARET BUSH, NEIL AND MARIA BUSH, DORO AND BOBBY KOCH, ALEXANDER ANDREWS, PACE ANDREWS, THE HONORABLE GEORGE P. AND AMANDA BUSH, MARSHALL BUSH, NOELLE BUSH, SARABETH AND PIERCE BUSH, WALKER BUSH, SANDRA AND JEB BUSH, JR., BARBARA BUSH AND CRAIG COYNE, ELIZABETH ANDREWS, JENNA BUSH HAGER AND HENRY HAGER, GIGI KOCH, ROBERT KOCH, LAUREN BUSH LAUREN AND DAVID LAUREN, LEE AND SAM LEBLOND, ASHLEY BUSH AND JULIAN LEFEVRE, AND ELLIE AND NICK SOSA.

FORM 990, PART VI, SECTION A, LINE 8

THE EXECUTIVE COMMITTEE WHICH SHALL CONSIST OF THE CHAIR (WHO SHALL BE THE CHAIRPERSON OF THE EXECUTIVE COMMITTEE), THE HONORARY CHAIR (IF APPLICABLE), THE VICE CHAIR, THE OFFICERS OF THE BOARD OF DIRECTORS, THE PRESIDENT/CEO, AND SUCH ADDITIONAL DIRECTORS AS MAY BE APPOINTED BY THE CHAIR AND APPROVED BY THE BOARD OF DIRECTORS. AT LEAST A MAJORITY

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OF THE MEMBERS OF THE EXECUTIVE COMMITTEE SHALL CONSTITUTE A QUORUM FOR THE TRANSACTION OF ITS BUSINESS.

THE EXECUTIVE COMMITTEE SHALL FORMULATE, SUPERVISE AND IMPLEMENT THE POLICIES OF THE CORPORATION UNDER THE DIRECTION OF THE BOARD OF DIRECTORS AND BETWEEN THE MEETINGS OF THE BOARD OF DIRECTORS AND WHILE THE BOARD OF DIRECTORS IS NOT IN SESSION, AND SHALL HAVE ALL THE POWERS AND EXERCISE ALL THE DUTIES OF THE BOARD OF DIRECTORS IN THE MANAGEMENT OF THE BUSINESS OF THE CORPORATION, EXCEPT THOSE ENUMERATED IN THE BYLAWS.

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

PROFESSIONAL SERVICE :

PROGRAM SERVICE EXPENSES	1,296,371.
MANAGEMENT AND GENERAL EXPENSES	9,395.
FUNDRAISING EXPENSES	114,112.
TOTAL EXPENSES	1,419,878.
TOTAL OTHER FEES ON FORM 990, PART IX, LINE 11G, COL A	1,419,878.

REGULATION SECTION 1.263(A)-1(F) - DE MINIMIS SAFE HARBOR ELECTION

TAXPAYER NAME: THE BARBARA BUSH FOUNDATION FOR FAMILY LITERACY INC

TAXPAYER ADDRESS: P.O. BOX 14380, WASHINGTON, DC 20044

TAXPAYER ID NUMBER: 26-0587238

YEAR-END: 12/31/2021

UNDER IRC REGULATION SECTION 1.263(A)-1(F), THE TAXPAYER HEREBY ELECTS TO APPLY THE DE MINIMIS SAFE HARBOR ELECTION.

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[Lined area for supplemental information]