

EXTENDED TO NOVEMBER 15, 2024

# Return of Organization Exempt From Income Tax

OMB No. 1545-0047

Form **990**

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

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

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

2023

Open to Public  
Inspection

Department of the Treasury  
Internal Revenue Service

A For the 2023 calendar year, or tax year beginning

and ending

<b>B</b> Check if applicable:  Address change Name change Initial return Final return/terminated Amended return Application pending	<b>C</b> Name of organization <b>THE BARBARA BUSH FOUNDATION FOR FAMILY LITERACY INC</b>			<b>D</b> Employer identification number  <b>26-0587238</b>		
	Doing business as			<b>E</b> Telephone number <b>850-562-5300</b>		
	Number and street (or P.O. box if mail is not delivered to street address) <b>1307 NEW YORK AVENUE N.W.</b>			Room/suite <b>701</b>		
	City or town, state or province, country, and ZIP or foreign postal code <b>WASHINGTON, DC 20005</b>			<b>G</b> Gross receipts \$ <b>60,058,326.</b>		
	<b>F</b> Name and address of principal officer: <b>ANDREW ROBERTS SAME AS C ABOVE</b>			<b>H(a)</b> Is this a group return for subordinates? ..... Yes <input checked="" type="checkbox"/> No		
<b>I</b> Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) 501(c)( ) (insert no.) 4947(a)(1) or 527						<b>H(b)</b> Are all subordinates included? Yes No If "No," attach a list. See instructions
<b>J Website:</b> <b>WWW.BARBABUSH.ORG</b>						<b>H(c)</b> Group exemption number
<b>K</b> Form of organization: <input checked="" type="checkbox"/> Corporation Trust Association Other				<b>L</b> Year of formation: <b>2007</b>		<b>M</b> State of legal domicile: <b>FL</b>

<b>Part I</b>	<b>Summary</b>
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		Prior Year		Current Year		
Activities & Governance	1	Briefly describe the organization's mission or most significant activities: <b>THE FOUNDATION IS COMMITTED TO BUILDING A STRONGER, MORE EQUITABLE AMERICA THROUGH LITERACY.</b>				
	2	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.				
	3	Number of voting members of the governing body (Part VI, line 1a)	3	14		
	4	Number of independent voting members of the governing body (Part VI, line 1b)	4	13		
	5	Total number of individuals employed in calendar year 2023 (Part V, line 2a)	5	23		
	6	Total number of volunteers (estimate if necessary)	6	1409		
	7 a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	0.		
	b	Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	0.		
Revenue	8	Contributions and grants (Part VIII, line 1h)	2,378,023.	6,588,852.		
	9	Program service revenue (Part VIII, line 2g)	0.	0.		
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	1,044,044.	655,762.		
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	58,704.	0.		
	12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	3,480,771.	7,244,614.		
	Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	135,750.	145,450.	
14		Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.		
15		Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	3,094,606.	3,204,492.		
16a		Professional fundraising fees (Part IX, column (A), line 11e)	94,000.	0.		
		b Total fundraising expenses (Part IX, column (D), line 25)	1,423,340.			
17		Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	3,376,200.	2,681,600.		
18		Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	6,700,556.	6,031,542.		
19		Revenue less expenses. Subtract line 18 from line 12	-3,219,785.	1,213,072.		
Net Assets or Fund Balances				Beginning of Current Year	End of Year	
	20	Total assets (Part X, line 16)	26,082,859.	28,575,381.		
	21	Total liabilities (Part X, line 26)	3,371,907.	2,880,234.		
	22	Net assets or fund balances. Subtract line 21 from line 20	22,710,952.	25,695,147.		

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

<b>Sign Here</b>	Signature of officer <b>EVANGELINE FIELDS, CFO</b> Type or print name and title		Date <b>5/21/24</b>
<b>Paid Preparer Use Only</b>	Print/Type preparer's name <b>STACEY T KOLKA</b>	Preparer's signature <b>Stacey T. Kolka</b>	Date <b>5/21/24</b>
	Firm's name <b>THOMAS HOWELL FERGUSON P.A.</b>	Firm's EIN <b>59-3186310</b>	Check if self-employed <input type="checkbox"/>
	Firm's address <b>2615 CENTENNIAL BLVD., SUITE 200 TALLAHASSEE, FL 32308</b>	Phone no. <b>850-668-8100</b>	

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 (2023)

26-0587238 Page 2

**Part III** Statement of Program Service Accomplishments

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

**1** Briefly describe the organization's mission:

**SEE SCHEDULE O.**

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

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

**3** Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No

If "Yes," describe these changes on Schedule O.

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

**4a** (Code: ) (Expenses \$ **2,080,355.** including grants of \$ **106,450.** ) (Revenue \$ )  
**CATALYZE**

**4b** (Code: ) (Expenses \$ **775,302.** including grants of \$ **37,500.** ) (Revenue \$ )  
**CONVENE**

**4c** (Code: ) (Expenses \$ **1,359,833.** including grants of \$ **1,500.** ) (Revenue \$ )  
**EDUCATE**

**4d** Other program services (Describe on Schedule O.)

(Expenses \$ including grants of \$ ) (Revenue \$ )

**4e** Total program service expenses **4,215,490.**

Form **990** (2023)

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

Form 990 (2023)

26-0587238 Page **3**

**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>X</b>	
<b>2</b> Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ? See instructions	<b>X</b>	
<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>X</b>
<b>4</b> <b>Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>	<b>X</b>	
<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>X</b>
<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>X</b>
<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>X</b>
<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>X</b>
<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>X</b>
<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>X</b>
<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>X</b>	
<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>X</b>
<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>X</b>
<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>X</b>	
<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>X</b>	
<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>X</b>	
<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>X</b>	
<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>X</b>
<b>13</b> Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>		<b>X</b>
<b>14a</b> Did the organization maintain an office, employees, or agents outside of the United States?		<b>X</b>
<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>X</b>
<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>X</b>
<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>X</b>
<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. See instructions</i>	<b>X</b>	
<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>X</b>
<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>X</b>
<b>20a</b> Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>		<b>X</b>
<b>b</b> If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		
<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>X</b>	

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

Form 990 (2023)

26-0587238 Page **4**

**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> .....	<b>22</b>	<b>X</b>
<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> .....	<b>23</b>	<b>X</b>
<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> .....	<b>24a</b>	<b>X</b>
<b>b</b> Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? .....	<b>24b</b>	
<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>24c</b>	
<b>d</b> Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? .....	<b>24d</b>	
<b>25a</b> <b>Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i> .....	<b>25a</b>	<b>X</b>
<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> .....	<b>25b</b>	<b>X</b>
<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> .....	<b>26</b>	<b>X</b>
<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> .....	<b>27</b>	<b>X</b>
<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> .....	<b>28a</b>	<b>X</b>
<b>b</b> A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i> .....	<b>28b</b>	<b>X</b>
<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> .....	<b>28c</b>	<b>X</b>
<b>29</b> Did the organization receive more than \$25,000 in noncash contributions? <i>If "Yes," complete Schedule M</i> .....	<b>29</b>	<b>X</b>
<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> .....	<b>30</b>	<b>X</b>
<b>31</b> Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i> .....	<b>31</b>	<b>X</b>
<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> .....	<b>32</b>	<b>X</b>
<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> .....	<b>33</b>	<b>X</b>
<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> .....	<b>34</b>	<b>X</b>
<b>35a</b> Did the organization have a controlled entity within the meaning of section 512(b)(13)? .....	<b>35a</b>	<b>X</b>
<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>35b</b>	
<b>36</b> <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i> .....	<b>36</b>	<b>X</b>
<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> .....	<b>37</b>	<b>X</b>
<b>38</b> Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? <b>Note:</b> All Form 990 filers are required to complete Schedule O .....	<b>38</b>	<b>X</b>

**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>1a</b>	<b>24</b>
<b>b</b> Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable .....	<b>1b</b>	<b>0</b>
<b>c</b> Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? .....	<b>1c</b>	

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

Form 990 (2023)

26-0587238

Page **5**

**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> 23		
<b>b</b> If at least one is reported on line 2a, did the organization file all required federal employment tax returns?		<b>X</b>	
<b>3a</b> Did the organization have unrelated business gross income of \$1,000 or more during the year?			<b>X</b>
<b>b</b> If "Yes," has it filed a Form 990-T for this year? <i>If "No" to line 3b, provide an explanation on Schedule O</i>			
<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)?			<b>X</b>
<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?			<b>X</b>
<b>b</b> Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?			<b>X</b>
<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?			<b>X</b>
<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 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?			<b>X</b>
<b>b</b> If "Yes," did the organization notify the donor of the value of the goods or services provided?			
<b>c</b> Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?			<b>X</b>
<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?			<b>X</b>
<b>f</b> Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?			<b>X</b>
<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 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 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 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 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 Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?			
<b>b</b> If "Yes," enter the amount of tax-exempt interest received or accrued during the year	<b>12b</b>		
<b>13 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>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>X</b>
<b>b</b> If "Yes," has it filed a Form 720 to report these payments? <i>If "No," provide an explanation on Schedule O</i>			
<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>X</b>
<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>X</b>
<b>17 Section 501(c)(21) organizations.</b> Did the trust, or any disqualified or other person 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.			

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

Form 990 (2023)

26-0587238 Page **6**

**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 ☒ **X**

**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	<b>14</b>		
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>b</b> Enter the number of voting members included on line 1a, above, who are independent	<b>13</b>		
<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?	<b>2</b>	<b>X</b>	
<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?	<b>3</b>		<b>X</b>
<b>4</b> Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	<b>4</b>	<b>X</b>	
<b>5</b> Did the organization become aware during the year of a significant diversion of the organization's assets?	<b>5</b>		<b>X</b>
<b>6</b> Did the organization have members or stockholders?	<b>6</b>		<b>X</b>
<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?	<b>7a</b>		<b>X</b>
<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?	<b>7b</b>		<b>X</b>
<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?	<b>8a</b>	<b>X</b>	
<b>b</b> Each committee with authority to act on behalf of the governing body?	<b>8b</b>	<b>X</b>	
<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	<b>9</b>		<b>X</b>

**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?	<b>10a</b>		<b>X</b>
<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?	<b>11a</b>	<b>X</b>	
<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	<b>12a</b>	<b>X</b>	
<b>b</b> Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	<b>12b</b>	<b>X</b>	
<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	<b>12c</b>	<b>X</b>	
<b>13</b> Did the organization have a written whistleblower policy?	<b>13</b>	<b>X</b>	
<b>14</b> Did the organization have a written document retention and destruction policy?	<b>14</b>	<b>X</b>	
<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	<b>15a</b>	<b>X</b>	
<b>b</b> Other officers or key employees of the organization	<b>15b</b>	<b>X</b>	
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?	<b>16a</b>		<b>X</b>
<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**

Form 990 (2023)

26-0587238 Page **7**

**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, box 6 of 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 UNTIL 6/30/23	40.00	X		X				434,649.	0.	25,395.
(2) ANDREW ROBERTS INTERIM CEO - CHIEF OPERATING OFFICE	40.00	X		X				313,323.	0.	25,306.
(3) EVANGELINE FIELDS CHIEF FINANCIAL OFFICER	40.00			X				223,059.	0.	18,362.
(4) CHRISTOPHER ROBINSON MAJOR GIFTS OFFICER	40.00					X		187,075.	0.	29,552.
(5) CLARE BONSIGNORE VP OF DEVELOPMENT	40.00					X		186,000.	0.	14,880.
(6) ALICE ROGOFF DIRECTOR	1.00	X						0.	0.	0.
(7) CHRIS FRANGIONE DIRECTOR	1.00	X						0.	0.	0.
(8) DAVID RISHER DIRECTOR UNTIL 12/7/23	1.00	X						0.	0.	0.
(9) DENINE TORR VICE CHAIR	1.00	X		X				0.	0.	0.
(10) DOROTHY BUSH KOCH HONORARY CHAIR	1.00	X		X				0.	0.	0.
(11) FRANCES FISHER DIRECTOR	1.00	X						0.	0.	0.
(12) GWYNN VIROSTK SECRETARY	1.00	X		X				0.	0.	0.
(13) HONEY SKINNER DIRECTOR	1.00	X						0.	0.	0.
(14) JEB BUSH, JR. DIRECTOR	1.00	X						0.	0.	0.
(15) LAMAR BUNTS TREASURER	1.00	X		X				0.	0.	0.
(16) LORI WACHS CHAIR	1.00	X		X				0.	0.	0.
(17) LYNN HIRSHFIELD DIRECTOR UNTIL 9/30/23	1.00	X						0.	0.	0.

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

Form 990 (2023)

26-0587238 Page **8**

**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) MICHAEL LEVINE DIRECTOR	1.00	X						0.	0.	0.
(19) RACHEL MUSHAHWAR DIRECTOR UNTIL 9/30/23	1.00	X						0.	0.	0.
(20) ROBERT KOCH DIRECTOR	1.00	X						0.	0.	0.
(21) RAQUEL RODRIGUEZ DIRECTOR	1.00	X						0.	0.	0.
<b>1b Subtotal</b> .....								1,344,106.	0.	113,495.
<b>c Total from continuation sheets to Part VII, Section A</b> .....								0.	0.	0.
<b>d Total (add lines 1b and 1c)</b> .....								1,344,106.	0.	113,495.

**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 5

	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? <i>If "Yes," complete Schedule J for such individual</i> .....		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? <i>If "Yes," complete Schedule J for such individual</i> .....	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? <i>If "Yes," complete Schedule J for such person</i> .....		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
C&R STRATEGY PARTNERS, LLC, 603 ALAMEDA DE LAS PULGAS, BELMONT, CA 94002	DIGITAL LEARNING PLATFORM	265,560.
FTI CONSULTING 555 12TH STREETH NW, WASHINGTON, DC 20004	ALL-IN COMMUNICATIONS	195,000.

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

Form **990** (2023)



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

Form 990 (2023)

26-0587238 Page **9**

**Part VIII Statement of Revenue**

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

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514
<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>	541,295.				
	<b>f</b> All other contributions, gifts, grants, and similar amounts not included above ...	<b>1f</b>	6,047,557.				
	<b>g</b> Noncash contributions included in lines 1a-1f	<b>1g</b>	\$ 51,852.				
	<b>h Total.</b> Add lines 1a-1f .....						
<b>Program Service Revenue</b>			<b>Business Code</b>				
	<b>2 a</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) .....			614,827.			614,827.
	<b>4</b> Income from investment of tax-exempt bond proceeds .....						
	<b>5</b> Royalties .....						
		(i) Real	(ii) Personal				
	<b>6 a</b> Gross rents .....	<b>6a</b>					
	<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) .....						
		(i) Securities	(ii) Other				
	<b>7 a</b> Gross amount from sales of assets other than inventory .....	<b>7a</b>	52,854,647.				
	<b>b</b> Less: cost or other basis and sales expenses .....	<b>7b</b>	52,813,712.				
	<b>c</b> Gain or (loss) .....	<b>7c</b>	40,935.				
	<b>d</b> Net gain or (loss) .....			40,935.			40,935.
	<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>					
	<b>b</b> Less: direct expenses .....	<b>8b</b>					
	<b>c</b> Net income or (loss) from fundraising events .....						
<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>Business Code</b>				
	<b>11 a</b> .....						
	<b>b</b> .....						
	<b>c</b> .....						
	<b>d</b> All other revenue .....						
	<b>e Total.</b> Add lines 11a-11d .....						
<b>12 Total revenue.</b> See instructions .....				7,244,614.	0.	0.	655,762.

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

Form 990 (2023)

26-0587238 Page **10**

**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.	<b>(A)</b> Total expenses	<b>(B)</b> Program service expenses	<b>(C)</b> Management and general expenses	<b>(D)</b> Fundraising expenses
<b>1</b> Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	145,450.	145,450.		
<b>2</b> Grants and other assistance to domestic individuals. See Part IV, line 22				
<b>3</b> Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
<b>4</b> Benefits paid to or for members				
<b>5</b> Compensation of current officers, directors, trustees, and key employees	1,457,601.	933,317.	105,682.	418,602.
<b>6</b> Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
<b>7</b> Other salaries and wages	1,399,206.	895,926.	101,448.	401,832.
<b>8</b> Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	99,098.	63,453.	7,185.	28,460.
<b>9</b> Other employee benefits	72,837.	46,638.	5,281.	20,918.
<b>10</b> Payroll taxes	175,750.	112,535.	12,743.	50,472.
<b>11</b> Fees for services (nonemployees):				
<b>a</b> Management				
<b>b</b> Legal	13,250.	6,199.	3,099.	3,952.
<b>c</b> Accounting	41,614.	20,807.	10,404.	10,403.
<b>d</b> Lobbying				
<b>e</b> Professional fundraising services. See Part IV, line 17				
<b>f</b> Investment management fees	98,446.	38,100.	888.	59,458.
<b>g</b> Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.)	1,138,344.	933,690.	10,263.	194,391.
<b>12</b> Advertising and promotion	79,924.	65,555.	721.	13,648.
<b>13</b> Office expenses	71,434.	43,519.	11,583.	16,332.
<b>14</b> Information technology	3,013.	2,471.	27.	515.
<b>15</b> Royalties				
<b>16</b> Occupancy	381,495.	191,877.	94,809.	94,809.
<b>17</b> Travel	157,199.	116,609.	3,467.	37,123.
<b>18</b> Payments of travel or entertainment expenses for any federal, state, or local public officials				
<b>19</b> Conferences, conventions, and meetings	322,557.	310,248.		12,309.
<b>20</b> Interest				
<b>21</b> Payments to affiliates				
<b>22</b> Depreciation, depletion, and amortization	34,472.	18,908.	7,630.	7,934.
<b>23</b> Insurance	30,712.	15,481.	7,616.	7,615.
<b>24</b> 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.)				
<b>a BOOKS MAT SUPPLIES</b>	177,868.	177,868.		
<b>b DUES &amp; SUBSCRIPTIONS</b>	115,381.	62,888.	9,125.	43,368.
<b>c MEALS</b>	10,483.	10,483.		
<b>d OTHER EXPENSES</b>	5,027.	3,468.	360.	1,199.
<b>e</b> All other expenses	381.		381.	
<b>25 Total functional expenses.</b> Add lines 1 through 24e	6,031,542.	4,215,490.	392,712.	1,423,340.
<b>26 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 <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

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

Form 990 (2023)

26-0587238 Page **11**

**Part X Balance Sheet**

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

		(A) Beginning of year		(B) End of year
<b>Assets</b>	<b>1</b> Cash - non-interest-bearing .....	2,638,864.	<b>1</b>	2,724,787.
	<b>2</b> Savings and temporary cash investments .....	28,934.	<b>2</b>	230,517.
	<b>3</b> Pledges and grants receivable, net .....	383,394.	<b>3</b>	286,616.
	<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 .....	175,302.	<b>9</b>	206,017.
	<b>10a</b> Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D .....	204,760.		
	<b>b</b> Less: accumulated depreciation .....	113,501.		
		121,716.	<b>10c</b>	91,259.
	<b>11</b> Investments - publicly traded securities .....	20,668,954.	<b>11</b>	23,307,226.
	<b>12</b> Investments - other securities. See Part IV, line 11 .....		<b>12</b>	
	<b>13</b> Investments - program-related. See Part IV, line 11 .....		<b>13</b>	
	<b>14</b> Intangible assets .....		<b>14</b>	
<b>15</b> Other assets. See Part IV, line 11 .....	2,065,695.	<b>15</b>	1,728,959.	
<b>16</b> <b>Total assets.</b> Add lines 1 through 15 (must equal line 33) .....	26,082,859.	<b>16</b>	28,575,381.	
<b>Liabilities</b>	<b>17</b> Accounts payable and accrued expenses .....	906,657.	<b>17</b>	825,885.
	<b>18</b> Grants payable .....		<b>18</b>	
	<b>19</b> Deferred revenue .....	68,112.	<b>19</b>	23,897.
	<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 .....	2,397,138.	<b>25</b>	2,030,452.
	<b>26</b> <b>Total liabilities.</b> Add lines 17 through 25 .....	3,371,907.	<b>26</b>	2,880,234.
<b>Net Assets or Fund Balances</b>	<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 .....	21,512,093.	<b>27</b>	23,928,464.
	<b>28</b> Net assets with donor restrictions .....	1,198,859.	<b>28</b>	1,766,683.
	<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> <b>Total net assets or fund balances</b> .....	22,710,952.	<b>32</b>	25,695,147.
	<b>33</b> <b>Total liabilities and net assets/fund balances</b> .....	26,082,859.	<b>33</b>	28,575,381.

Form **990** (2023)

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

Form 990 (2023)

26-0587238 Page **12**

**Part XI Reconciliation of Net Assets**

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

<b>1</b>	Total revenue (must equal Part VIII, column (A), line 12)	<b>1</b>	7,244,614.
<b>2</b>	Total expenses (must equal Part IX, column (A), line 25)	<b>2</b>	6,031,542.
<b>3</b>	Revenue less expenses. Subtract line 2 from line 1	<b>3</b>	1,213,072.
<b>4</b>	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	<b>4</b>	22,710,952.
<b>5</b>	Net unrealized gains (losses) on investments	<b>5</b>	1,771,123.
<b>6</b>	Donated services and use of facilities	<b>6</b>	
<b>7</b>	Investment expenses	<b>7</b>	
<b>8</b>	Prior period adjustments	<b>8</b>	
<b>9</b>	Other changes in net assets or fund balances (explain on Schedule O)	<b>9</b>	0.
<b>10</b>	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	<b>10</b>	25,695,147.

**Part XII Financial Statements and Reporting**

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

	Yes	No
<b>1</b> 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.		
<b>2a</b> 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	<b>2a</b>	<b>X</b>
<b>b</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	<b>2b</b>	<b>X</b>
<b>c</b> 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.	<b>2c</b>	<b>X</b>
<b>3a</b> As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F? _____	<b>3a</b>	<b>X</b>
<b>b</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 _____	<b>3b</b>	

Form **990** (2023)

**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

**2023**

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  
FOR FAMILY LITERACY INC**

Schedule A (Form 990) 2023

26-0587238 Page 2

**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) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .....	1377455.	648,303.	3676276.	2344384.	6588502.	14634920.
<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 .....	1377455.	648,303.	3676276.	2344384.	6588502.	14634920.
<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) .....						3390079.
<b>6 Public support.</b> Subtract line 5 from line 4.						11244841.

**Section B. Total Support**

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
<b>7</b> Amounts from line 4 .....	1377455.	648,303.	3676276.	2344384.	6588502.	14634920.
<b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources .....	692,051.	248,795.	527,970.	428,315.	614,827.	2511958.
<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.	58,704.		142,473.
<b>11 Total support.</b> Add lines 7 through 10						17289351.

<b>12</b> Gross receipts from related activities, etc. (see instructions) .....	<b>12</b>	
<b>13 First 5 years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> .....	<input type="checkbox"/>	

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

<b>14</b> Public support percentage for 2023 (line 6, column (f), divided by line 11, column (f)) .....	<b>14</b>	65.04	%
<b>15</b> Public support percentage from 2022 Schedule A, Part II, line 14 .....	<b>15</b>	52.08	%
<b>16a 33 1/3% support test - 2023.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization .....			
	<input checked="" type="checkbox"/>		
<b>b 33 1/3% support test - 2022.</b> If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization .....			
	<input type="checkbox"/>		
<b>17a 10% -facts-and-circumstances test - 2023.</b> If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization .....			
	<input type="checkbox"/>		
<b>b 10% -facts-and-circumstances test - 2022.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization .....			
	<input type="checkbox"/>		
<b>18 Private foundation.</b> If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions .....			
	<input type="checkbox"/>		

Schedule A (Form 990) 2023

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

**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) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(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) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(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 2023 (line 8, column (f), divided by line 13, column (f)) .....	<b>15</b>	%
<b>16</b> Public support percentage from 2022 Schedule A, Part III, line 15 .....	<b>16</b>	%

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

<b>17</b> Investment income percentage for <b>2023</b> (line 10c, column (f), divided by line 13, column (f)) .....	<b>17</b>	%
<b>18</b> Investment income percentage from <b>2022</b> Schedule A, Part III, line 17 .....	<b>18</b>	%

**19a 33 1/3% support tests - 2023.** 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 - 2022.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ☐

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



**Part IV Supporting Organizations**

(Complete only if you checked a box on line 12 of 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</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</b> <b>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>11a</b>		
<b>b</b> A family member of a person described on line 11a above?		
<b>11b</b>		
<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>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>1</b>		
<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>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>1</b>		
<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>2</b>		
<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>3</b>		

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

	Yes	No
<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.		
<b>2a</b>		
<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>2b</b>		
<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>3a</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>3b</b>		

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

Schedule A (Form 990) 2023

26-0587238 Page 6

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

Schedule A (Form 990) 2023

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

Schedule A (Form 990) 2023

26-0587238 Page 7

**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 - <i>provide details in Part VI</i> )	<b>5</b>	
<b>6</b> Other distributions ( <i>describe in Part VI</i> ). See instructions.	<b>6</b>	
<b>7 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 ( <i>provide details in Part VI</i> ). See instructions.	<b>8</b>	
<b>9</b> Distributable amount for 2023 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-2023	(iii) Distributable Amount for 2023
<b>1</b> Distributable amount for 2023 from Section C, line 6			
<b>2</b> Underdistributions, if any, for years prior to 2023 (reasonable cause required - <i>explain in Part VI</i> ). See instructions.			
<b>3</b> Excess distributions carryover, if any, to 2023			
<b>a</b> From 2018			
<b>b</b> From 2019			
<b>c</b> From 2020			
<b>d</b> From 2021			
<b>e</b> From 2022			
<b>f Total</b> of lines 3a through 3e			
<b>g</b> Applied to underdistributions of prior years			
<b>h</b> Applied to 2023 distributable amount			
<b>i</b> Carryover from 2018 not applied (see instructions)			
<b>j</b> Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
<b>4</b> Distributions for 2023 from Section D, line 7: \$			
<b>a</b> Applied to underdistributions of prior years			
<b>b</b> Applied to 2023 distributable amount			
<b>c</b> Remainder. Subtract lines 4a and 4b from line 4.			
<b>5</b> Remaining underdistributions for years prior to 2023, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
<b>6</b> Remaining underdistributions for 2023. Subtract lines 3h and 4b from line 1. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
<b>7 Excess distributions carryover to 2024.</b> Add lines 3j and 4c.			
<b>8</b> Breakdown of line 7:			
<b>a</b> Excess from 2019			
<b>b</b> Excess from 2020			
<b>c</b> Excess from 2021			
<b>d</b> Excess from 2022			
<b>e</b> Excess from 2023			

Schedule A (Form 990) 2023

THE BARBARA BUSH FOUNDATION  
FOR FAMILY LITERACY INC

Schedule A (Form 990) 2023

26-0587238 Page 8

**Part VI**

**Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information.  
(See instructions.)

**SCHEDULE A, PART II, LINE 10, EXPLANATION FOR OTHER INCOME:**

**REBATES**

2021 AMOUNT: \$ 83,769.

2022 AMOUNT: \$ 58,704.

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

Department of the Treasury  
Internal Revenue Service

**Political Campaign and Lobbying Activities**

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

OMB No. 1545-0047

**2023**

**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) 2023

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

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

**A** Check ☐ if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures).

**B** Check ☐ if the filing organization checked box A and "limited control" provisions apply.

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)		(a) Filing organization's totals	(b) Affiliated group totals												
<b>1a</b> Total lobbying expenditures to influence public opinion (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 .....		6,031,542.													
<b>e</b> Total exempt purpose expenditures (add lines 1c and 1d) .....		6,031,542.													
<b>f</b> Lobbying nontaxable amount. Enter the amount from the following table in both columns.		451,577.													
<table border="1"> <thead> <tr> <th>If the amount on line 1e, column (a) or (b) is:</th> <th>The lobbying nontaxable amount is:</th> </tr> </thead> <tbody> <tr> <td>not over \$500,000,</td> <td>20% of the amount on line 1e.</td> </tr> <tr> <td>over \$500,000 but not over \$1,000,000,</td> <td>\$100,000 plus 15% of the excess over \$500,000.</td> </tr> <tr> <td>over \$1,000,000 but not over \$1,500,000,</td> <td>\$175,000 plus 10% of the excess over \$1,000,000.</td> </tr> <tr> <td>over \$1,500,000 but not over \$17,000,000,</td> <td>\$225,000 plus 5% of the excess over \$1,500,000.</td> </tr> <tr> <td>over \$17,000,000,</td> <td>\$1,000,000.</td> </tr> </tbody> </table>	If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:	not over \$500,000,	20% of the amount on line 1e.	over \$500,000 but not over \$1,000,000,	\$100,000 plus 15% of the excess over \$500,000.	over \$1,000,000 but not over \$1,500,000,	\$175,000 plus 10% of the excess over \$1,000,000.	over \$1,500,000 but not over \$17,000,000,	\$225,000 plus 5% of the excess over \$1,500,000.	over \$17,000,000,	\$1,000,000.			
If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:														
not over \$500,000,	20% of the amount on line 1e.														
over \$500,000 but not over \$1,000,000,	\$100,000 plus 15% of the excess over \$500,000.														
over \$1,000,000 but not over \$1,500,000,	\$175,000 plus 10% of the excess over \$1,000,000.														
over \$1,500,000 but not over \$17,000,000,	\$225,000 plus 5% of the excess over \$1,500,000.														
over \$17,000,000,	\$1,000,000.														
<b>g</b> Grassroots nontaxable amount (enter 25% of line 1f) .....		112,894.													
<b>h</b> Subtract line 1g from line 1a. If zero or less, enter -0- .....		0.													
<b>i</b> Subtract line 1f from line 1c. If zero or less, enter -0- .....		0.													
<b>j</b> If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year? .....		<input type="checkbox"/> Yes <input type="checkbox"/> No													

**4-Year Averaging Period Under Section 501(h)**

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

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

Lobbying Expenditures During 4-Year Averaging Period					
Calendar year (or fiscal year beginning in)	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) Total
<b>2a</b> Lobbying nontaxable amount	279,757.	458,065.	483,346.	451,577.	1,672,745.
<b>b</b> Lobbying ceiling amount (150% of line 2a, column(e))					2,509,118.
<b>c</b> Total lobbying expenditures					
<b>d</b> Grassroots nontaxable amount	69,939.	114,516.	120,837.	112,894.	418,186.
<b>e</b> Grassroots ceiling amount (150% of line 2d, column (e))					627,279.
<b>f</b> Grassroots lobbying expenditures					

Schedule C (Form 990) 2023



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

**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 not be described in section 501(c)(3)?			
<b>b</b> If "Yes," enter the amount of any tax incurred under section 4912			
<b>c</b> If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
<b>d</b> If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?			

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

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

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

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

**Part IV** Supplemental Information

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

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

OMB No. 1545-0047

**2023**

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.

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

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

1 Purpose(s) of conservation easements held by the organization (check all that apply).  
☐ Preservation of land for public use (for example, recreation or education) ☐ Preservation of a historically important land area  
☐ Protection of natural habitat ☐ Preservation of a certified historic structure  
☐ Preservation of open space

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

	Held at the End of the Tax Year
a Total number of conservation easements .....	2a
b Total acreage restricted by conservation easements .....	2b
c Number of conservation easements on a certified historic structure included on line 2a .....	2c
d Number of conservation easements included on line 2c acquired after July 25, 2006, and not on a historic structure listed in the National Register .....	2d

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

4 Number of states where property subject to conservation easement is located .....

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

☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year .....

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year .....

8 Does each conservation easement reported on line 2d above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? .....

☐ Yes ☐ No

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

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

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

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items.

(i) Revenue included on Form 990, Part VIII, line 1 ..... \$ .....

(ii) Assets included in Form 990, Part X ..... \$ .....

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items:

a Revenue included on Form 990, Part VIII, line 1 ..... \$ .....

b Assets included in Form 990, Part X ..... \$ .....

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

Schedule D (Form 990) 2023

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

**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).

**a** ☐ Public exhibition

**d** ☐ Loan or exchange program

**b** ☐ Scholarly research

**e** ☐ Other \_\_\_\_\_

**c** ☐ 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 in Part XIII ☐

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

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
<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:

(i) Unrelated organizations? ☐ Yes ☐ No

(ii) Related organizations? ☐ Yes ☐ No

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

**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		204,760.	113,501.	91,259.
<b>e</b> Other				
<b>Total.</b> Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, line 10c, column (B))				91,259.

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

Schedule D (Form 990) 2023

26-0587238 Page **3**

**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, line 12, col. (B))		

**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, line 13, col. (B))		

**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) ROU-DC OFFICE	1,728,959.
(2) .....	
(3) .....	
(4) .....	
(5) .....	
(6) .....	
(7) .....	
(8) .....	
(9) .....	
<b>Total.</b> (Column (b) must equal Form 990, Part X, line 15, col. (B))	1,728,959.

**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) DC LEASE LIABILITY	2,030,452.
(3) .....	
(4) .....	
(5) .....	
(6) .....	
(7) .....	
(8) .....	
(9) .....	
<b>Total.</b> (Column (b) must equal Form 990, Part X, line 25, col. (B))	2,030,452.

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 ... ☒

Schedule D (Form 990) 2023

**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>	9,234,322.
<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>	1,771,123.
<b>b</b>	Donated services and use of facilities	<b>2b</b>	317,031.
<b>c</b>	Recoveries of prior year grants	<b>2c</b>	
<b>d</b>	Other (Describe in Part XIII.)	<b>2d</b>	-98,446.
<b>e</b>	Add lines <b>2a</b> through <b>2d</b>	<b>2e</b>	1,989,708.
<b>3</b>	Subtract line <b>2e</b> from line <b>1</b>	<b>3</b>	7,244,614.
<b>4</b>	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b	<b>4a</b>	
<b>b</b>	Other (Describe in Part XIII.)	<b>4b</b>	
<b>c</b>	Add lines <b>4a</b> and <b>4b</b>	<b>4c</b>	0.
<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>	7,244,614.

**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>	6,250,127.
<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>	317,031.
<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>	-98,446.
<b>e</b>	Add lines <b>2a</b> through <b>2d</b>	<b>2e</b>	218,585.
<b>3</b>	Subtract line <b>2e</b> from line <b>1</b>	<b>3</b>	6,031,542.
<b>4</b>	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b	<b>4a</b>	
<b>b</b>	Other (Describe in Part XIII.)	<b>4b</b>	
<b>c</b>	Add lines <b>4a</b> and <b>4b</b>	<b>4c</b>	0.
<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>	6,031,542.

**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, 2019 AND PRIOR.

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

INVESTMENT FEES -98,446.

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

INVESTMENT FEES -98,446.

<b>Part XIII</b>	<b>Supplemental Information</b> <i>(continued)</i>
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[illegible]

Department of the Treasury  
Internal Revenue Service

### Supplemental Information Regarding Fundraising or Gaming Activities

**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.**

**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

# 2023

**Open to Public Inspection**

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		X	0.	90,000.	-90,000.
<b>Total</b>					90,000.	-90,000.

- 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
----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

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

Schedule G (Form 990) 2023

SEE PART IV FOR CONTINUATIONS

LHA 332081 09-13-23

29

14300530 136042 9726NX

2023.03050 THE BARBARA BUSH FOUNDATI 9726NX 1



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

Schedule G (Form 990) 2023

26-0587238 Page 2

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

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

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

9 Enter the state(s) in which the organization conducts gaming activities: \_\_\_\_\_

a Is the organization licensed to conduct gaming activities in each of these states? ☐ Yes ☐ No

b If "No," explain: \_\_\_\_\_

10a Were any of the organization's gaming licenses revoked, suspended, or terminated during the tax year? ☐ Yes ☐ No

b If "Yes," explain: \_\_\_\_\_

THE BARBARA BUSH FOUNDATION  
FOR FAMILY LITERACY INC

Schedule G (Form 990) 2023

26-0587238 Page 3

- 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

<b>Part IV</b>	<b>Supplemental Information</b> <i>(continued)</i>
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332084 04-01-23

**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

**2023**

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	501 (C)(3)	18,850.	0.			EDUCATION
CURATORS OF THE UNIVERSITY OF MISSOURI - PO BOX 807012 - KANSAS CITY, MO 64180	43-6003859	501 (C)(3)	7,500.	0.			EDUCATION
GEFFEN PLAYHOUSE, INC. 10886 LE CONTE AVENUE LOS ANGELES, CA 90024	95-4492653	501 (C)(3)	15,000.	0.			EDUCATION
LITERACY MINNESOTA 700 RAYMOND AVENUE STE 180 ST PAUL, MN 55114	23-7217182	501 (C)(3)	10,000.	0.			EDUCATION
MISSION CONSOLIDATED IND SCH DISTRICT - 1201 BRYCE DRIVE - MISSION, TX 78572	74-6001742	GOV'T	5,200.	0.			EDUCATION
POLK COUNTY SCHOOLS 1915 SOUTH FLORAL AVE. BARTOW, FL 33831	59-6000807	GOV'T	5,200.	0.			EDUCATION

**2** Enter total number of section 501(c)(3) and government organizations listed in the line 1 table ..... **7.**

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

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

Schedule I (Form 990) 2023

Schedule I (Form 990)

Page 1

[illegible]

332241  
04-01-23

**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

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

**SCHEDULE J  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Compensation Information**

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.

OMB No. 1545-0047

**2023**

Open to Public  
Inspection

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>		

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

Schedule J (Form 990) 2023



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

Schedule J (Form 990) 2023

26-0587238

Page **2**

**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 UNTIL 6/30/23	(i)	238,552.	0.	196,097.	19,084.	6,311.	460,044.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(2) ANDREW ROBERTS INTERIM CEO - CHIEF OPERATING OFFICE	(i)	290,096.	22,876.	351.	25,306.	0.	338,629.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(3) EVANGELINE FIELDS CHIEF FINANCIAL OFFICER	(i)	202,432.	17,027.	3,600.	17,989.	373.	241,421.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(4) CHRISTOPHER ROBINSON MAJOR GIFTS OFFICER	(i)	175,080.	11,995.	0.	16,930.	12,622.	216,627.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(5) CLARE BONSIGNORE VP OF DEVELOPMENT	(i)	186,000.	0.	0.	14,880.	0.	200,880.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
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	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							

Schedule J (Form 990) 2023

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

**SCHEDULE M  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Noncash Contributions**

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.

OMB No. 1545-0047

**2023**

Open to Public  
Inspection

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		40,003.	
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 ( <u>EVENT SUPPLIES</u> )	X	0	9,449.	
26 Other ( <u>AIRLINE TICKETS</u> )	X	0	2,400.	
27 Other ( )				
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

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 3 years from the date of the initial contribution, and which isn't required to be used for  
exempt purposes for the entire holding period? .....

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? .....

32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash  
contributions? .....

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.

	Yes	No
30a		X
31		X
32a		X
33		

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

Schedule M (Form 990) 2023

**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.

**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

**2023**

Open to Public  
Inspection

Name of the organization

THE BARBARA BUSH FOUNDATION  
FOR FAMILY LITERACY INC

Employer identification number  
26-0587238

**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. BARBARA  
BUSH'S DAUGHTER, DOROTHY BUSH KOCH, IS HONORARY CHAIR OF THE  
FOUNDATION, AND TWO OF MRS. BUSH'S GRANDSONS - JEB BUSH, JR. AND ROBERT  
KOCH - ARE BOARD MEMBERS OF THE FOUNDATION. 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 COYNE AND CRAIG COYNE,  
ELIZABETH ANDREWS, JENNA BUSH HAGER AND HENRY HAGER, GIGI KOCH, KITTY  
AND 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 III, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:**

A NATIONAL PUBLIC CHARITY BASED IN WASHINGTON, D.C., THE BARBARA BUSH  
FOUNDATION FOR FAMILY LITERACY IS DEDICATED TO BUILDING A STRONGER,  
MORE EQUITABLE AMERICA THROUGH LITERACY. ESTABLISHED BY FIRST LADY  
BARBARA BUSH IN 1989, WE HAVE SUPPORTED EVIDENCE-BASED FAMILY LITERACY  
PROGRAMS IN ALL 50 STATES AND THE DISTRICT OF COLUMBIA. SINCE THE  
PASSING OF OUR FOUNDER IN 2018, WE HAVE FULLY TRANSITIONED FROM A

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Schedule O (Form 990) 2023

LHA 332211 11-14-23

Name of the organization	THE BARBARA BUSH FOUNDATION FOR FAMILY LITERACY INC	Employer identification number 26-0587238
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GRANTMAKER TO AN IMPLEMENTING ORGANIZATION, WITH OUR EFFORTS  
LASER-FOCUSED ON EXECUTION OF OUR STRATEGY TO SOLVE WHAT OUR FOUNDER  
CALLED "THE GREAT SOLVABLE PROBLEM OF OUR TIME."

WE ARE THE NATION'S LEADING ADVOCATE IN BREAKING THE MULTIGENERATIONAL  
CYCLE OF LOW LITERACY AND IMPROVING THE QUALITY OF LIFE FOR FAMILIES.  
RECOGNIZING THAT THIS MULTIGENERATIONAL ISSUE HAS BEEN HISTORICALLY  
UNDER-RESOURCED AND UNDER-RESEARCHED, THE FOUNDATION BELIEVES THAT  
INVESTING IN ADULT AND FAMILY LITERACY WILL POSITIVELY IMPACT ECONOMIC,  
HEALTH, AND SOCIAL OUTCOMES, TRANSFORMING FAMILIES, HISTORICALLY  
MARGINALIZED COMMUNITIES, AND OUR NATION AS A WHOLE.

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. RESEARCH CONTINUES TO PROVE THAT SHE WAS  
RIGHT, LINKING LITERACY TO SOME OF THE MOST PRESSING ISSUES OF OUR  
TIME.

TODAY, 130 MILLION AMERICANS -- 54% OF ADULTS BETWEEN THE AGES OF 16  
AND 74 YEARS OLD -- LACK PROFICIENCY IN LITERACY. LOW LITERACY LIES AT  
THE CORE OF MULTIGENERATIONAL CYCLES OF POVERTY, POOR HEALTH, AND LOW  
EDUCATIONAL ATTAINMENT, PREVENTING MILLIONS OF ADULTS FROM FULLY  
ENGAGING IN SOCIETY AS PARENTS, WORKERS, AND COMMUNITY MEMBERS.

NATIONWIDE, LOW-LITERATE ADULTS STRUGGLE TO EARN FAMILY-SUSTAINING

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

WAGES, MANAGE THEIR FAMILY'S HEALTH, AND PARTICIPATE IN THE DEMOCRATIC  
PROCESS SIMPLY BECAUSE THEY LACK THE ABILITY TO READ, WRITE, AND  
COMPREHEND.

ADULT LITERACY IS AN INTERSECTIONAL ISSUE THAT IS LINKED TO HIGHER  
EARNINGS IN THE LABOR MARKET, BETTER HEALTH, AND HIGHER LEVELS OF CIVIC  
ENGAGEMENT. 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. INVESTING IN ADULT  
LITERACY IS ABSOLUTELY CRITICAL TO DISRUPT THE MULTIGENERATIONAL CYCLES  
OF POVERTY AND ITS IMPACTS. ADULT LITERACY IS CRUCIAL TO IMPROVING  
LIVES, FAMILIES, AND COMMUNITIES, WHILE STRENGTHENING OUR NATION NOW AND  
FOR GENERATIONS TO COME.

RESEARCH ALSO CONFIRMS BARBARA BUSH'S BELIEF THAT A HOLISTIC, FAMILY  
LITERACY-FOCUSED APPROACH -- WHICH ADDRESSES THE LITERACY NEEDS OF  
PARENTS/CAREGIVERS AS WELL AS CHILDREN -- IS NEEDED TO SOLVE THIS  
CHALLENGE. TO THAT END, OUR STRATEGY IS LARGELY FOCUSED ON BUILDING  
LITERACY SKILLS AMONG PARENTS AND CAREGIVERS, REACHING THIS POPULATION  
THROUGH TARGETED ADULT LITERACY RESOURCES, AS WELL AS THROUGH PARENT  
ENGAGEMENT COMPONENTS EMBEDDED IN OUR READING MENTORSHIP PROGRAMS.

WE LEVERAGE OUR NATIONAL PLATFORM TO MOBILIZE THE FIELD AND PUBLIC TO  
CREATE LITERACY IMPACT FOR ADULT LEARNERS ESPECIALLY IN UNDER-RESOURCED  
COMMUNITIES AND COMMUNITIES OF COLOR -- WORKING AT THE GRASS TOPS IN  
SERVICE OF GRASSROOTS ORGANIZATIONS AND LEADING THE FIELD BY FOCUSING  
ON OUR UNIQUE ROLE:

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

Employer identification number  
26-0587238

CATALYZE INNOVATIVE LITERACY SOLUTIONS TO BUILD CAPACITY TO REACH MORE  
LEARNERS

CONVENE KEY ADULT LITERACY STAKEHOLDERS TO COLLABORATE RADICALLY FOR  
SYSTEMS CHANGE

EDUCATE THE GENERAL PUBLIC TO BUILD AWARENESS AROUND THIS SILENT  
EQUITY CRISIS AND CREATE SOLUTIONS TOGETHER

OUR WORK TO CATALYZE, CONVENE, AND EDUCATE IS LISTED IN OUR PROGRAM  
SERVICE ACCOMPLISHMENTS.

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

CATALYZE

WE INVEST IN INNOVATIVE PROGRAMS AND LITERACY RESOURCES TAILORED TO  
MEET LEARNERS WHERE THEY ARE.

READING MENTORSHIP PROGRAMS

RESEARCH SHOWS THAT THIRD-GRADE READING LEVELS ARE A KEY PREDICTOR OF  
CHILDREN'S FUTURE SUCCESS IN SCHOOL AND IN LIFE. CHILDREN WHO BUILD THE  
LITERACY SKILLS THEY NEED TO READ PROFICIENTLY BY THE END OF THIRD  
GRADE ARE FOUR TIMES MORE LIKELY TO GRADUATE FROM HIGH SCHOOL THAN  
THEIR PEERS WHO READ BELOW GRADE LEVEL.

SINCE 2002, OUR READING MENTORING PROGRAMS HAVE HELPED YOUNG READERS IN  
GRADES 1-3 BUILD THE ESSENTIAL LITERACY SKILLS THAT THEY NEED TO MAKE  
THE CRITICAL TRANSITION FROM LEARNING TO READ TO READING TO LEARN. BOTH  
PROGRAMS ARE INFORMED BY THE SCIENCE OF READING, AND EMPLOY THE



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

Employer identification number  
26-0587238

RESEARCH-PROVEN STRATEGY OF MENTORING TO IMPROVE OUTCOMES.

DURING THE 2022-2023 ACADEMIC YEAR, OUR READING MENTORING PROGRAMS SERVED APPROXIMATELY 3,000 STUDENTS ACROSS MORE THAN 80 PROGRAMS IN SIX STATES (CONNECTICUT, FLORIDA, ILLINOIS, MAINE, OKLAHOMA, AND TEXAS). IN 2024, WE WILL EXPAND THESE PROGRAMS TO SERVE STUDENTS AND FAMILIES IN SOUTH CAROLINA, THANKS TO A NEWLY AWARDED INNOVATION GRANT FROM THE SOUTH CAROLINA STATE DEPARTMENT OF EDUCATION.

#### READSQUAD

OUR LONGEST-RUNNING READING MENTORING PROGRAM, READSQUAD, PAIRS TEEN MENTORS WITH STUDENTS IN FIRST, SECOND, AND THIRD GRADES WHO ARE, ON AVERAGE, FOUR MONTHS BEHIND IN READING. TEENS RECEIVE TRAINING AS READING MENTORS, AND MEET REGULARLY WITH THEIR MENTEES FOR 20 ONE-TO-ONE MENTORING SESSIONS, USING TARGETED STRATEGIES AND ACTIVITIES TO BOOST LITERACY SKILLS AND CONFIDENCE. EACH OF THE 16-20 BOOKS THAT CHILDREN READ WITH THEIR TEEN MENTOR IS ADDED TO THEIR HOME LIBRARIES, ACCOMPANIED BY A PARENT GUIDE, AVAILABLE IN ENGLISH AND SPANISH, THAT OFFERS PARENTS AND CAREGIVERS THE OPPORTUNITY TO TAKE AN ACTIVE ROLE IN THEIR CHILD'S LEARNING.

READSQUAD CONTINUES TO ACHIEVE OUTSTANDING RESULTS. THE MOST RECENT INDEPENDENT EVALUATION SHOWED:

-STUDENTS PARTICIPATING IN READSQUAD INCREASED THEIR READING SKILLS BY AN AVERAGE OF 1.28 GRADE LEVELS OVER THE SEVEN-MONTH PROGRAM (ESPECIALLY SUBSTANTIAL GIVEN THAT MENTEES BEGIN READING WELL BELOW GRADE LEVEL).

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

Employer identification number  
26-0587238

-THIS TRANSLATES TO 64% MORE GROWTH THAN A TYPICAL STUDENT WOULD BE  
EXPECTED TO ACHIEVE IN AN ACADEMIC YEAR.

-PARENTS AND CAREGIVERS OF PARTICIPATING STUDENTS SEE THE BENEFITS OF  
THE PROGRAM AS WELL, WITH 91% REPORTING THAT THEY WOULD RECOMMEND  
READSQUAD TO OTHER FAMILIES, AND 89% REPORTING THAT THEY READ READSQUAD  
BOOKS WITH THEIR CHILDREN AT LEAST ONCE A WEEK.

THE PROGRAM WAS RECOGNIZED WITH A SUCCESSFUL PRACTICES AWARD BY THE  
LIBRARY OF CONGRESS' 2021 LITERACY AWARDS.

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

BOOK EXPLORERS

BOOK EXPLORERS, OUR NEWEST READING MENTORING PROGRAM, BUILDS ON THE  
SUCCESS OF READSQUAD TO HELP TARGET "SUMMER SLIDE" OR COVID-19-RELATED  
LEARNING GAPS BY ALLOWING STUDENTS TO KEEP PROGRESSING YEAR-ROUND. LIKE  
READSQUAD, BOOK EXPLORERS PAIRS STUDENTS IN GRADES 1-3 WITH A READING  
MENTOR AND USES TARGETED STRATEGIES AND ACTIVITIES TO BUILD LITERACY  
SKILLS AND CONFIDENCE. THIS 12-SESSION PROGRAM IS DESIGNED FOR FLEXIBLE  
IMPLEMENTATION, SUITABLE FOR USE IN A VARIETY OF SETTINGS SUCH AS  
LIBRARIES, COMMUNITY CENTERS, OR AFTERSCHOOL PROGRAMS. IT ALSO OFFERS  
VOLUNTEER OPPORTUNITIES FOR BOTH TEENS AND ADULTS INCLUDING CORPORATE  
VOLUNTEERS TO SERVE AS MENTORS.

ALL BOOK EXPLORERS PROGRAM RESOURCES ARE FULLY ONLINE, AND ARE DESIGNED  
TO ENGAGE AND FOSTER A LOVE OF READING IN YOUNG LEARNERS. MATERIALS  
INCLUDE NONFICTION AND NARRATIVE DIGITAL BOOKS. EACH BOOK IS  
ACCOMPANIED BY A MENTOR GUIDE THAT HELPS MENTORS MAKE THE MOST OF THEIR  
SESSIONS, AND A PARENT GUIDE FULL OF FUN, ENRICHING ACTIVITIES. ALL 56

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

Employer identification number  
26-0587238

BOOK EXPLORERS PARENT GUIDES AND A COLLECTION OF SELECT BOOK TITLES ARE  
AVAILABLE IN SPANISH.

DURING 2023, WE SIGNIFICANTLY ENHANCED PROGRAM DELIVERY BY RELEASING AN  
UPDATED VERSION OF OUR CUSTOM-BUILT DIGITAL LEARNING PLATFORM (DLP)  
THAT PROVIDES ACCESS TO BOOK EXPLORERS MATERIALS AND FACILITATES  
MENTORING SESSIONS. UPDATES TO THE PLATFORM WERE BASED ON USER FEEDBACK  
FROM PROGRAM ADVISORS, MENTORS, MENTEES, AND PARENTS, RESULTING IN AN  
IMPROVED USER EXPERIENCE, AND ALLOWING FOR INTEGRATED DATA COLLECTION.

#### ADULT AND FAMILY LITERACY RESOURCES

AS A LEADER IN THE ADULT LITERACY FIELD IN SERVICE OF GRASSROOTS  
ORGANIZATIONS, WE WORK TO EQUIP LOCAL LITERACY ORGANIZATIONS WITH  
RESOURCES, PROGRAMS, AND MATERIALS THAT HELP THEM ACHIEVE OPTIMAL  
IMPACT IN THEIR COMMUNITY. WHILE LITERACY RESOURCES ARE PLENTIFUL, MANY  
ARE OUTDATED OR NOT BUILT UPON CURRENT LEARNING PRACTICES AND  
EVIDENCE-BASED STRATEGIES. WE ARE COMMITTED TO COLLABORATING WITH  
PARTNERS TO ADDRESS NEEDS IN THE ADULT LITERACY FIELD, RATHER THAN  
DUPLICATE OR REPLICATE EXISTING RESOURCES.

WE VET, ENDORSE, AND PROMOTE HIGH QUALITY ADULT LITERACY RESOURCES  
WHERE THEY EXIST, OR PARTNER WITH OTHER ORGANIZATIONS TO CREATE AND  
COMBINE NEW QUALITY RESOURCES AND PROGRAMS WHERE THERE ARE GAPS. WE  
DISTRIBUTE THESE RESOURCES AND PROGRAMS NATIONALLY TO GRASSROOTS  
ORGANIZATIONS AND PROVIDE TRAINING AND SUPPORT TO ENSURE THAT THEY  
DELIVER THE DESIRED IMPACT.

#### DIGITAL LITERACY RESOURCES

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

Employer identification number  
26-0587238

DIGITAL LITERACY - THE SKILLS NEEDED TO LIVE, LEARN, AND WORK IN  
TODAY'S INCREASINGLY INFORMATION AND TECHNOLOGY-DRIVEN SOCIETY - IS  
MORE IMPORTANT THAN EVER. FROM APPLYING FOR A JOB TO NAVIGATING A  
TELEHEALTH VISIT TO HELPING CHILDREN WITH HOMEWORK, WE RELY ON OUR  
DIGITAL SKILLS IN NEARLY EVERY ASPECT OF OUR DAILY LIVES. CURRENT  
RESEARCH SHOWS THAT 92% OF JOBS ACROSS INDUSTRIES IN THE U.S. LABOR  
MARKET REQUIRE DIGITAL SKILLS. HOWEVER, ONE-THIRD OF AMERICAN WORKERS  
CURRENTLY STRUGGLE TO PERFORM THEIR JOB EFFECTIVELY DUE TO LIMITED  
DIGITAL PROBLEM-SOLVING SKILLS.

TO HELP BRIDGE THIS GAP, WE CONTINUE TO TRAIN EDUCATORS AND MENTORS  
NATIONWIDE ON THE USE OF PROMOTING DIGITAL LITERACY FOR ADULT LEARNERS,  
OUR RESOURCE GUIDE DEVELOPED IN PARTNERSHIP WITH DIGITAL PROMISE. THIS  
PEER-REVIEWED GUIDE WAS DEVELOPED TO SUPPORT EDUCATORS, LIBRARY STAFF,  
TUTORS, AND MENTORS WHO ARE WORKING WITH ADULT LEARNERS ON BUILDING  
LITERACY SKILLS. HIGHLIGHTS OF THIS WORK INCLUDE:

-A PARTNERSHIP WITH AT&T (BBF CORPORATE ADVISORY COUNCIL MEMBER) AND  
THE PUBLIC LIBRARY ASSOCIATION TO SUPPORT ADULT LEARNERS AT SIX PILOT  
SITES IN ARKANSAS, GEORGIA, KENTUCKY, MICHIGAN, NEW MEXICO, AND SOUTH  
CAROLINA IN DIGITAL LITERACY SKILL BUILDING FOR PERSONAL AND CAREER  
GOALS, AS WELL AS TO COLLECT DATA ON THE EFFICACY OF THE PROGRAM

-A PARTNERSHIP WITH INTEL (ANOTHER BBF CORPORATE ADVISORY COUNCIL  
MEMBER) AS PART OF THE N50 INITIATIVE TO DEVELOP A USABILITY STUDY  
AROUND DIGITAL LITERACY SKILL BUILDING AT LONE PINE PAIUTE RESERVATION  
IN THE EASTERN SIERRA REGION OF CALIFORNIA.

READLIFE BOOKSHELF

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

Employer identification number  
26-0587238

OUR MULTIGENERATIONAL READING COLLECTION, READLIFE BOOKSHELF, PROVIDES  
A FREE ONLINE LIBRARY DESIGNED TO PROMOTE LITERACY SKILL DEVELOPMENT IN  
ADULTS AND CHILDREN. DEVELOPED IN PARTNERSHIP WITH WORLDREADER,  
READLIFE BOOKSHELF OFFERS:

-A CURATED COLLECTION OF DIGITAL BOOKS FOR ADULTS, CHILDREN, AND  
FAMILIES, INCLUDING TITLES TAILORED TO THE READING LEVELS AND INTERESTS  
OF ADULT LEARNERS

-GUIDED ACTIVITIES TO ENCOURAGE ADULT LEARNERS AND THEIR FAMILIES TO  
DEEPEN AND ENHANCE THE LEARNING EXPERIENCE

-RESOURCE GUIDES TO HELP INSTRUCTORS PROMOTE LITERACY SKILL  
DEVELOPMENT

-BILINGUAL (ENGLISH AND SPANISH) BOOKS AND RESOURCES

-ANYTIME, ANYWHERE ACCESS TO ONLINE MATERIALS ACROSS ALL PLATFORMS  
(COMPUTERS, TABLETS AND SMARTPHONES)

-NEW BOOKS AND MATERIALS EACH MONTH, WITH TIMELY, SEASONAL THEMES

WE CONTINUE TO BUILD THE READLIFE BOOKSHELF COLLECTION, ADDING NEW  
BOOKS FOR CHILDREN AND ADULTS IN ENGLISH AND SPANISH EACH MONTH. ALL  
RESOURCES ARE AVAILABLE FOR USE BY LEARNERS AND EDUCATORS AT NO COST.

SINCE ITS LAUNCH IN FALL 2022, READLIFE BOOKSHELF HAS GROWN TO INCLUDE  
MORE THAN 225 UNIQUE BOOKS FOR ADULTS, CHILDREN, AND FAMILIES, WITH  
SELECTIONS IN BOTH ENGLISH AND SPANISH, AND THROUGH SHARED DISTRIBUTION  
IT SERVES MORE THAN 16,000 READERS ACROSS THE U.S.

FAMILY RESOURCE GUIDES

OUR TEAM OF FAMILY LITERACY EXPERTS DEVELOPS RESOURCE GUIDES TO HELP

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

PARENTS, CAREGIVERS, AND CHILDREN EXPLORE BOOKS TOGETHER. GUIDES INCLUDE ACTIVITIES AND CONVERSATION STARTERS THAT FAMILIES CAN USE TO DEEPEN ENGAGEMENT WITH EACH BOOK'S SUBJECT MATTER, AS WELL AS SUPPORT CHILDREN'S DEVELOPMENT AS READERS. IN 2023, WE RELEASED GUIDES TO ACCOMPANY "A IS FOR AMBITIOUS" BY MEENA HARRIS AND "ROSIE FROST & THE FALCON QUEEN" BY BARBARA BUSH FOUNDATION AMBASSADOR GERI HALLIWELL-HORNER.

TO HELP PARENTS, CAREGIVERS, AND EDUCATORS MAKE STORYTIME EVEN MORE FUN AND ENGAGING FOR CHILDREN AGES BIRTH-3, WE ALSO OFFER SHARING STORIES. THESE GUIDES, AVAILABLE IN BOTH ENGLISH AND SPANISH, PROVIDE LITERACY-BUILDING TIPS AND ACTIVITIES TO ACCOMPANY POPULAR CHILDREN'S BOOKS - ALL OF WHICH ARE IN PRINT AND READILY AVAILABLE AT LOCAL LIBRARIES OR BOOKSTORES - AND ARE PERFECT FOR USE AT HOME, IN A PRESCHOOL CLASSROOM, OR IN LIBRARIES.

#### REGIONAL EVENTS

WHILE WE ARE HEADQUARTERED IN WASHINGTON, D.C., WE CREATE OPPORTUNITIES TO HELP FOSTER A LOVE OF READING IN CHILDREN AND FAMILIES FROM COAST TO COAST. ACTIVITIES IN 2023 INCLUDED:

-FAMILY LITERACY WORKSHOP IN LOS ANGELES, CALIFORNIA -- WE COLLABORATED WITH THE RENOWNED GEFFEN PLAYHOUSE TO PRESENT A FAMILY LITERACY WORKSHOP, "STORYTELLING IN ACTION," IN LOS ANGELES. PARENTS, CAREGIVERS, AND CHILDREN SPENT THE MORNING ENGAGING IN FUN STORYTELLING ACTIVITIES AT THE THEATER, AND FAMILIES WENT HOME WITH A BAG FULL OF BOOKS AND RESOURCES TO CONTINUE THEIR LITERACY JOURNEY. PARENTS AND CAREGIVERS REPORTED THAT THEY LEARNED STORYTELLING SKILLS THAT WILL

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

Employer identification number  
26-0587238

HELP THEM ENCOURAGE THEIR CHILDREN'S LITERACY SKILL DEVELOPMENT.

-LITERACY DAY IN PALM BEACH, FLORIDA -- WE PARTNERED WITH THE ANN  
NORTON SCULPTURE GARDENS IN PALM BEACH, FLORIDA, TO CO-HOST THEIR 16TH  
ANNUAL LITERACY DAY. THIS GATHERING IMMERSSES MORE THAN 200 STUDENTS  
FROM LOCAL TITLE I ELEMENTARY SCHOOLS IN A FUN, ENGAGING DAY OF  
READING-FOCUSED PROGRAMMING. STUDENTS IN KINDERGARTEN THROUGH THIRD  
GRADE HAD THE OPPORTUNITY TO INTERACT WITH CHILDREN'S AUTHORS, ARTISTS,  
ENTERTAINERS, AND STORYTELLERS, INCLUDING AUTHOR SOPHIA LEE AND SOCIAL  
MEDIA INFLUENCER OLIVER JAMES. PARTICIPATING STUDENTS WERE PROVIDED  
WITH COPIES OF THE BOOKS THAT OLIVER AND SOPHIA SHARED WITH THEM,  
THANKS TO GENEROUS DONATIONS BY SIMON & SCHUSTER AND PENGUIN RANDOM  
HOUSE. COLGATE-PALMOLIVE, A MEMBER OF OUR CORPORATE ADVISORY COUNCIL,  
PARTICIPATED AS WELL, PROVIDING EDUCATIONAL ACTIVITIES, BOOKS AND  
DENTAL HYGIENE KITS FOR PARTICIPATING CHILDREN THROUGH ITS BRIGHT  
SMILES, BRIGHT FUTURES PROGRAM.

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

CONVENE

WE LEVERAGE THOUGHT LEADERSHIP EFFORTS, DEVELOP DIVERSE PARTNERSHIPS,  
AND SCALE BEST PRACTICES AND RESOURCES FOR COLLECTIVE NATIONAL IMPACT.

NATIONAL ACTION PLAN FOR ADULT LITERACY AND ALL IN  
IN 2019, THE BARBARA BUSH FOUNDATION CONCEIVED AND CONVENED THE  
FIRST-EVER NATIONAL ACTION PLAN FOR ADULT LITERACY. THIS PLAN WAS  
DEVELOPED IN COLLABORATION WITH MORE THAN 100 EXPERT STAKEHOLDERS  
INCLUDING REPRESENTATIVES FROM CORPORATIONS AND FOUNDATIONS; COMMUNITY

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

ORGANIZATIONS AND ASSOCIATIONS; FEDERAL, STATE, AND LOCAL GOVERNMENTS;  
ACADEMIC EXPERTS; AND EDTECH LEADERS. 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.

AFTER OFFICIALLY LAUNCHING IMPLEMENTATION ALONGSIDE DR. JILL BIDEN,  
FIRST LADY OF THE UNITED STATES, THE BARBARA BUSH FOUNDATION FOUNDED A  
NEW COLLECTIVE IMPACT INITIATIVE -- THE ADULT LITERACY AND LEARNING  
IMPACT NETWORK (ALL IN -- WWW.ALLINLITERACY.ORG) -- THAT IS CHARGED  
WITH CARRYING OUT THE PLAN AND ITS RECOMMENDATIONS. ALL IN IS HOUSED AT  
THE BARBARA BUSH FOUNDATION, THANKS TO THE GENEROUS SUPPORT OF THE  
DOLLAR GENERAL LITERACY FOUNDATION.

ALL IN IS COMPRISED OF NATIONAL LITERACY ORGANIZATIONS, WITH A  
COORDINATING COUNCIL SERVING AS ITS GOVERNING BODY. COORDINATING  
COUNCIL MEMBERS ORGANIZATIONS ARE: AMERICAN LIBRARY ASSOCIATION,  
BARBARA BUSH FOUNDATION FOR FAMILY LITERACY, COALITION ON ADULT BASIC  
EDUCATION, CURE NATIONAL, DOLLAR GENERAL LITERACY FOUNDATION, HOUSTON  
MAYOR'S OFFICE FOR ADULT LITERACY, JOBS FOR THE FUTURE, NATIONAL  
ASSOCIATION OF STATE DIRECTORS OF ADULT EDUCATION, NATIONAL CENTER FOR  
FAMILIES LEARNING, NATIONAL COALITION FOR LITERACY, PROLITERACY, TESOL  
INTERNATIONAL ASSOCIATION, VALUE USA, AND WORLD EDUCATION, INC.  
TOGETHER, ALL IN'S MEMBERS ARE WORKING TO REALIZE A SHARED VISION OF AN  
AMERICA IN WHICH EVERY ADULT CAN EASILY ACCESS HIGH-QUALITY, EFFECTIVE  
SUPPORT TO IMPROVE THEIR READING, WRITING, DIGITAL, AND NUMERACY SKILLS  
PRIORITIZING HISTORICALLY EXCLUDED COMMUNITIES.



Name of the organization	THE BARBARA BUSH FOUNDATION FOR FAMILY LITERACY INC	Employer identification number 26-0587238
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HIGHLIGHTS OF ALL IN'S ACTIVITIES DURING 2023 INCLUDE:

-ADDITION OF A NEW MEMBER ORGANIZATION, JOBS FOR THE FUTURE, BRINGING ALL IN'S COORDINATING COUNCIL TO A TOTAL OF 14 LEADERS IN THE ADULT EDUCATION SPACE

-AWARD OF AN ADDITIONAL \$500,000 IN FUNDING FROM THE DOLLAR GENERAL LITERACY FOUNDATION IN SUPPORT OF ALL IN'S ONGOING WORK

-PUBLICATION OF ALL IN'S FIRST WHITE PAPER, INVESTING IN MULTIPLE LITERACIES FOR INDIVIDUAL AND COLLECTIVE EMPOWERMENT

-PRESENTATION OF A BRIEFING FOR U.S. SENATE STAFF ON THE VITAL LINK BETWEEN ADULT LITERACY AND ECONOMIC OPPORTUNITY

-COORDINATION OF A COMMUNITY-ENGAGED RESEARCH INITIATIVE, PROVIDING SMALL GRANTS TO FUND SHORT-TERM RESEARCH PROJECTS TO UNEARTH INSTRUCTIONAL AND PROGRAMMATIC INNOVATION, MAKE VISIBLE TEACHER KNOWLEDGE, AND OFFER INSIGHTS IN LINE WITH BROAD GOALS OF THE NATIONAL ACTION PLAN

-PARTNERING WITH LOCAL COMMUNITY ORGANIZATIONS TO CO-DESIGN A MODEL FOR INCREASING ADULT LITERACY ACCESS IN THE SOUTH CAROLINA LOWCOUNTRY REGION, CONVENING MORE THAN 50 KEY STAKEHOLDERS INCLUDING EDUCATION INSTITUTIONS, WORKFORCE TRAINING INSTITUTIONS, LIBRARIES, EMPLOYERS, GOVERNMENT LEADERS, LAW ENFORCEMENT, CORRECTIONS, AND COMMUNITY-BASED ORGANIZATIONS

-PLANNING AND PREPARATION FOR ALL IN'S NATIONAL SUMMIT 2024: PROMOTING THE VALUE OF ADULT LITERACY, AN INVITATION-ONLY GATHERING TO BE HELD IN WASHINGTON, D.C.

CORPORATE ADVISORY COUNCIL

OUR CORPORATE ADVISORY COUNCIL CONVENES INNOVATIVE BUSINESS LEADERS

Name of the organization	THE BARBARA BUSH FOUNDATION FOR FAMILY LITERACY INC	Employer identification number 26-0587238
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FROM ACROSS THE U.S., WITH MEMBERS REPRESENTING A DIVERSE RANGE OF SECTORS INCLUDING ENERGY, FINANCE, HEALTH, RETAIL, TECHNOLOGY, AND TELECOMMUNICATIONS. MEMBERS HELP ADVANCE THE FOUNDATION'S MISSION BY PROVIDING COUNCIL ON PHILANTHROPIC AND BUSINESS DEVELOPMENT STRATEGIES, AS WELL AS CORPORATE SOCIAL RESPONSIBILITY AND EMPLOYEE ENGAGEMENT INITIATIVES, LEVERAGING THEIR PROFESSIONAL NETWORKS AND EXPERTISE TO STRENGTHEN PRIVATE SECTOR ENGAGEMENT IN LITERACY ISSUES.

MEMBER ORGANIZATIONS CURRENTLY INCLUDE AT&T, BESSEMER TRUST, BOEING, BUSINESS ROUNDTABLE, COLGATE-PALMOLIVE, CONOCOPHILLIPS, DOLLAR GENERAL, INTEL, NOVARTIS, VERTICAL BRIDGE, AND WALGREENS. WE CONTINUE TO COLLABORATE WITH COUNCIL MEMBER ORGANIZATIONS ON A VARIETY OF CO-DESIGNED PROGRAMS AND EDUCATIONAL INITIATIVES. IN 2023, THESE ACTIVITIES INCLUDED:

-AT&T -- WE PARTNERED WITH AT&T AND THE PUBLIC LIBRARY ASSOCIATION TO SUPPORT ADULT LEARNERS AT SIX PILOT SITES IN ARKANSAS, GEORGIA, KENTUCKY, MICHIGAN, NEW MEXICO, AND SOUTH CAROLINA IN DIGITAL LITERACY SKILL BUILDING FOR PERSONAL AND CAREER GOALS, AS WELL AS TO COLLECT DATA ABOUT PROGRAM EFFICACY. THE PILOT PAIRS THE FOUNDATION'S RESOURCE GUIDE, PROMOTING DIGITAL LITERACY FOR ADULT LEARNERS, WHICH PROVIDES RESEARCH-BASED STRATEGIES FOR WORKING WITH ADULT LEARNERS, WITH DIGITALLearn.ORG MATERIALS.

-INTEL -- IN COLLABORATION WITH INTEL, WE DEVELOPED A USABILITY STUDY AROUND DIGITAL LITERACY SKILL BUILDING AT THE LONE PINE PAIUTE RESERVATION IN THE EASTERN SIERRA REGION, A REMOTE, HISTORICALLY DISADVANTAGED AREA IN THE STATE OF CALIFORNIA. FOUNDATION STAFF TRAINED INTEL CORPORATE VOLUNTEERS TO WORK WITH RESIDENTS AS DIGITAL SKILLS

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

Employer identification number  
26-0587238

MENTORS, AND PROVIDED TECHNICAL ASSISTANCE AND RESOURCES TO SUPPORT THE  
EFFECTIVENESS OF THE ONGOING DIGITAL SKILLS MENTORING, INCLUDING  
SESSION PLANNING AND SOURCING RESOURCES TO SUPPORT RESIDENTS.

-COLGATE-PALMOLIVE -- AS PART OF ITS EFFORTS TO REACH UNDERSERVED  
CHILDREN AND FAMILIES, COLGATE-PALMOLIVE HAS PARTNERED WITH THE  
FOUNDATION TO PARTICIPATE IN LITERACY DAY AT THE ANN NORTON SCULPTURE  
GARDENS IN PALM BEACH, FLORIDA, FOR THE PAST TWO YEARS, PROVIDING  
EDUCATIONAL ACTIVITIES, BOOKS, AND DENTAL HYGIENE KITS FOR YOUNG  
READERS FROM LOCAL TITLE I SCHOOLS.

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

EDUCATE

WE PLAY AN ACTIVE ROLE IN ADVANCING THE NATIONAL CONVERSATION ON  
LITERACY -- BOTH WITHIN AND BEYOND THE FIELD -- BY INVESTING IN  
RESEARCH AND EDUCATION INITIATIVES.

LITERACY EQUITY INSIGHTS DASHBOARD

THANKS TO GENEROUS FUNDING FROM SCHMIDT FUTURES, WE ARE WORKING IN  
PARTNERSHIP WITH THE UNIVERSITY OF ILLINOIS CHICAGO AND INNOVARE TO  
REINCUBATE THE LITERACY EQUITY INSIGHTS PROJECT -- A PLATFORM THAT  
ASSESSES LOCALIZED DISPARITIES IN ACCESS TO LITERACY SERVICES.

ORIGINALLY DEVELOPED WITHIN THE LITERACY SERVICES SECTOR IN CHICAGO,  
LEI PROVIDES INSIGHTS INTO THE LANDSCAPE OF LITERACY ACCESS WITH A  
DATA-INFORMED, ASSET-BASED, AND EQUITY FOCUSED LENS. WITH A FORMULA  
BASED IN EXTENSIVE SOCIAL SCIENTIFIC RESEARCH, THE TOOL PROVIDES A WAY  
OF UNDERSTANDING COMMUNITY STRENGTHS AND CHALLENGES REGARDING ACCESS TO

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

Employer identification number  
26-0587238

EDUCATIONAL OPPORTUNITY, AND DEPICTS THE DEPLOYMENT OF LITERACY  
SERVICES AND OTHER INSTITUTIONS WITHIN THAT LANDSCAPE.

THE PROJECT ADDRESSES TWO DISTINCT BUT RELATED PROBLEMS:

-LITERACY SERVICES ORGANIZATIONS WORKING ACROSS THE NATION, OFTEN WITH  
TIGHT BUDGETS AND A NARROW FOCUS AREA, ARE OFTEN NOT AFFORDED WITH  
"PERIPHERAL VISION" TO BETTER UNDERSTAND AND COORDINATE WITH OTHER  
PROGRAMS ACROSS THE SECTOR.

-FUNDERS LACK A DATA-DRIVEN, CONSISTENT WAY TO UNDERSTAND WHERE TO  
DEPLOY LITERACY SERVICES AND SUPPORTS. ONLY USING ACHIEVEMENT-BASED  
DATA-COLLECTION (E.G., TEST SCORES) TO DEPLOY SUPPORTS IS DIFFICULT  
SINCE THOSE DATA POINTS ARE NOT REGULARLY UPDATED.

THE LEI DASHBOARD ADDRESSES THESE CHALLENGES BY VISUALIZING DATA  
OVERLAID WITH "ACCESS SCORES," A WEIGHTED FORMULA OF REGULARLY  
REFRESHED SOCIOECONOMIC INDICATORS SUCH AS EMPLOYMENT RATES, HOUSEHOLD  
INCOME, AND EARLY CHILDHOOD EDUCATION OFFERINGS, SHOWN BY SOCIAL  
SCIENTIFIC RESEARCH TO BE CORRELATED WITH LOW LITERACY. THE DASHBOARD  
WILL ENABLE PRACTITIONERS AND FUNDERS TO VISUALIZE GAPS AND MAP OUT  
OPPORTUNITIES FOR ADDITIONAL SUPPORT, AND CAN BE USED TO INFORM  
ADVOCACY, FIELD BUILDING, AND DECISION MAKING EFFORTS TO IMPROVE  
LITERACY SERVICE OFFERINGS AND DELIVERY IN REGIONAL COMMUNITIES  
NATIONWIDE.

WHILE THIS TOOL IS CURRENTLY BEING DEPLOYED IN CHICAGO, WE HOPE THAT  
OVER TIME IT CAN BE EXPANDED TO PROVIDE A NATIONWIDE PICTURE OF

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

Employer identification number  
26-0587238

LITERACY ACCESS, HELPING TO DRIVE IMPORTANT CONVERSATIONS ABOUT  
EDUCATIONAL OPPORTUNITY. WE ALSO SEEK TO PARTNER WITH OTHER COMMUNITIES  
TO HELP IMPROVE DEPLOYMENT AND COORDINATION AT THE LOCAL LEVEL.

#### EDTECH RESEARCH

WE CONTINUE TO EXPLORE THE POTENTIAL FOR ADVANCEMENTS IN EDTECH TO  
BROADEN ACCESS TO LITERACY RESOURCES. DR. STEPHANIE MOORE, ASSISTANT  
PROFESSOR FOR ORGANIZATION, INFORMATION, AND LEARNING SCIENCES AT THE  
UNIVERSITY OF NEW MEXICO (AND FORMER DOLLAR GENERAL BARBARA BUSH  
FELLOW) PUBLISHED TWO KEY PIECES OF RESEARCH IN 2023:

-A FINAL REPORT AND RECOMMENDATIONS ON THE DEPLOYMENT OF EYE TRACKING  
AND MIXED REALITY TECHNOLOGIES IN ADULT LITERACY SETTINGS -- DR. MOORE  
CONDUCTED FIELD TESTS AT FOUR ADULT LEARNING SITES IN NEW MEXICO TO  
EVALUATE THE USE OF THE MICROSOFT HOLOLENS MIXED REALITY HEADSET IN  
CONCERT WITH SPHEREGEN'S VEYEZER GRAPH EYE TRACKING TECHNOLOGY AS AN  
ASSESSMENT TOOL TO HELP PROVIDERS IDENTIFY LITERACY ISSUES. THE  
EVALUATION DETERMINED THAT THE TECHNOLOGY SHOWS PROMISE AS A USEFUL  
ADDITION TO THE TOOLSETS OF ADULT LITERACY PROGRAMS AND EDUCATORS, AND  
PROVIDED CRUCIAL FEEDBACK FOR FUTURE PROCESS AND TECHNOLOGY REFINEMENT.

-LEARNING TECHNOLOGIES FOR ADULT LITERACY: STATE OF THE RESEARCH AND  
OPPORTUNITIES THIS LANDSCAPE ANALYSIS EXAMINED THE APPLICATION OF  
EDTECH WITHIN ADULT LITERACY, HIGHLIGHTING THE NEED FOR TECHNOLOGIES  
THAT 1) ARE AUTHENTICALLY USED IN ADULT LEARNERS' DAY-TO-DAY LIVES, 2)  
AFFORD FLEXIBILITY AND AUTONOMY FOR ADULT LEARNERS, 3) ARE INTEGRATED  
WITH -- RATHER THAN REPLACE -- IN-PERSON LEARNING, AND 4) ARE DESIGNED  
TO FEATURE PRACTICE AND FEEDBACK, SITUATED LEARNING, AND DIRECT

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

Employer identification number  
26-0587238

## INSTRUCTION.

### TECHNOLOGY ADVISORY COUNCIL

THROUGHOUT 2023, WE CONTINUED TO LEVERAGE THE EXPERTISE OF OUR TECHNOLOGY ADVISORY COUNCIL, A DIVERSE GROUP OF INNOVATORS THAT INCLUDES SILICON VALLEY LEADERS, VENTURE CAPITALISTS, INDUSTRY TRAILBLAZERS, AND SOME OF THE NATION'S TOP PHILANTHROPIES AND NONPROFITS. BY PROVIDING COUNSEL ON STRATEGIC EDTECH INVESTMENTS FOCUSED ON LOWERING BARRIERS TO ACCESS, THE COUNCIL PROVIDES CRITICAL INPUT THAT WILL HELP SHAPE THE TRAJECTORY OF NOT JUST OUR WORK, BUT THE ENTIRE LITERACY FIELD IN THE YEARS TO COME.

### EDUCATION AND OUTREACH

WE ACTIVELY ENGAGE IN THE NATIONAL CONVERSATION AROUND LITERACY, PARTICIPATING IN KEY GATHERINGS BOTH INSIDE AND OUTSIDE OF THE FIELD. DURING 2023, OUR TEAM PRESENTED AT CONVENINGS HOSTED BY THE AMERICAN TELEMEDICINE ASSOCIATION, COALITION ON ADULT BASIC EDUCATION (COABE), MAINE ADULT EDUCATION ASSOCIATION, NATIONAL CENTER FOR FAMILIES LEARNING, AND PROLITERACY.

### NATIONAL CELEBRATION OF READING

OUR 2023 NATIONAL CELEBRATION OF READING BROUGHT TOGETHER BESTSELLING AUTHORS AND ENTERTAINERS, LITERACY TRAILBLAZERS, AND FRIENDS AND SUPPORTERS TO CELEBRATE OUR IMPACT AND ADVANCE OUR VITAL MISSION. THIS INCREDIBLE EVENING 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 APPEARANCES BY FIRST LADY JILL BIDEN, HELENA ANDREWS-DYER, FRANC D'AMBROSIO, OLIVER JAMES, JEFF

Name of the organization	THE BARBARA BUSH FOUNDATION FOR FAMILY LITERACY INC	Employer identification number	26-0587238
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NUSSBAUM, STEVEN ROWLEY, CHERYL STRAYED, AND REBECCA YARROS.

BBF AMBASSADOR GERI HALLIWELL-HORNER

IN FALL 2023, WE ANNOUNCED A NEW PARTNERSHIP WITH AUTHOR, ENTERTAINER, AND PHILANTHROPIST GERI HALLIWELL-HORNER. WIDELY RECOGNIZED AS "GINGER SPICE," AN ORIGINAL MEMBER OF THE RECORD-BREAKING BRITISH POP GROUP THE SPICE GIRLS, GERI IS A LONGTIME ADVOCATE FOR LITERACY IN THE U.K. THROUGH HER WORK AS AN AMBASSADOR FOR THE ROYAL COMMONWEALTH SOCIETY. THROUGH OUR NEW PARTNERSHIP, SHE SERVES AS AN AMBASSADOR FOR THE BARBARA BUSH FOUNDATION, EXPANDING HER ADVOCACY WORK INTO THE U.S. AND ENCOURAGING FAMILIES NATIONWIDE TO CONNECT THROUGH READING.

GERI'S LATEST BOOK, "ROSIE FROST & THE FALCON QUEEN", BECAME AN INSTANT NEW YORK TIMES BESTSELLER AFTER ITS RELEASE ON OCTOBER 3. SHE CELEBRATED THE BOOK'S RELEASE BY JOINING JENNA BUSH HAGER ON TODAY WITH HODA & JENNA TO ANNOUNCE THAT SHE WILL GENEROUSLY DONATE A PORTION OF HER PROCEEDS FROM ROSIE FROST TO SUPPORT THE FOUNDATION'S NATIONWIDE LITERACY WORK.

TO SUPPORT THE LAUNCH OF "ROSIE FROST & THE FALCON QUEEN", OUR TEAM OF FAMILY LITERACY EXPERTS PARTNERED WITH PENGUIN RANDOM HOUSE TO CREATE AN ONLINE FAMILY RESOURCE GUIDE TO ACCOMPANY THE BOOK. THE GUIDE, WHICH IS AVAILABLE IN ENGLISH AND SPANISH, INCLUDES ACTIVITIES AND CONVERSATION STARTERS THAT PARENTS AND CAREGIVERS CAN USE TO EXPLORE ROSIE FROST ALONG WITH THEIR CHILDREN, DEEPENING THEIR ENGAGEMENT WITH THE BOOK'S SUBJECT MATTER AND SUPPORTING THEIR DEVELOPMENT AS READERS.

Name of the organization	THE BARBARA BUSH FOUNDATION FOR FAMILY LITERACY INC	Employer identification number 26-0587238
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FORM 990, PART VI, SECTION A, LINE 2:

JEB BUSH, JR, ROBERT KOCH, AND DORO BUSH KOCH ARE RELATED.

FORM 990, PART VI, SECTION A, LINE 4:

THE COMPENSATION COMMITTEE CHARTER AND THE GOVERNANCE COMMITTEE CHARTER  
WERE REVISED.

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  
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



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

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 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 OF THE MEMBERS OF THE EXECUTIVE COMMITTEE SHALL CONSTITUTE A QUORUM FOR

Name of the organization	THE BARBARA BUSH FOUNDATION FOR FAMILY LITERACY INC	Employer identification number 26-0587238
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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	933,690.
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MANAGEMENT AND GENERAL EXPENSES	10,263.
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FUNDRAISING EXPENSES	194,391.
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TOTAL EXPENSES	1,138,344.
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TOTAL OTHER FEES ON FORM 990, PART IX, LINE 11G, COL A	1,138,344.
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REGULATION SECTION 1.263(A)-1(F) - DE MINIMIS SAFE HARBOR ELECTION

TAXPAYER NAME: THE BARBARA BUSH FOUNDATION FOR FAMILY LITERACY INC

TAXPAYER ADDRESS: 1307 NEW YORK AVENUE N.W. , WASHINGTON, DC 20005

TAXPAYER ID NUMBER: 26-0587238

YEAR-END: 12/31/2023

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