

Return of Organization Exempt From Income Tax

2003

Department of the Treasury
Internal Revenue Service

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

Open to Public Inspection

The organization may have to use a copy of this return to satisfy state reporting requirements.

A For the 2003 calendar year, or tax year beginning and ending

B Check if applicable
 Address change
 Name change
 Initial return
 Final return
 Amended return
 Application pending

C Name of organization
 POLICY LINK
 Number and street (or P.O. box if mail is not delivered to street address) Room/suite
 101 BROADWAY
 City or town, state or country, and ZIP + 4
 OAKLAND, CA 94607

D Employer identification number
 94-3297479

E Telephone number
 (510) 663-4312

F Accounting method Cash Accrual
 Other (specify) _____

G Website: POLICYLINK.ORG

J Organization type (check only one) 501(c) (3) (insert no) 4947(a)(1) or 527

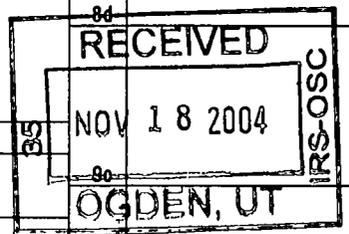
K Check here if the organization's gross receipts are normally not more than \$25,000. The organization need not file a return with the IRS; but if the organization received a Form 990 Package in the mail, it should file a return without financial data. Some states require a complete return.

L Gross receipts: Add lines 6b, 8b, 9b, and 10b to line 12 **4,986,833.**

H and I are not applicable to section 527 organizations.
H(a) Is this a group return for affiliates? Yes No
H(b) If "Yes," enter number of affiliates _____
H(c) Are all affiliates included? **N/A** Yes No (If "No," attach a list.)
H(d) Is this a separate return filed by an organization covered by a group ruling? Yes No
I Group Exemption Number _____
M Check if the organization is not required to attach Sch. B (Form 990, 990-EZ, or 990-PF).

Part I Revenue, Expenses, and Changes in Net Assets or Fund Balances

Revenue	1 Contributions, gifts, grants, and similar amounts received:				
	a Direct public support	1a	4,936,712.		
	b Indirect public support	1b			
	c Government contributions (grants)	1c			
	d Total (add lines 1a through 1c) (cash \$ 4,936,712. noncash \$ _____)	1d		4,936,712.	
	2 Program service revenue including government fees and contracts (from Part VII, line 93)	2			
	3 Membership dues and assessments	3			
	4 Interest on savings and temporary cash investments	4		17,743.	
	5 Dividends and interest from securities	5			
	6 a Gross rents SEE STATEMENT 1	6a	32,378.		
	b Less: rental expenses	6b			
	c Net rental income or (loss) (subtract line 6b from line 6a)	6c		32,378.	
7 Other investment income (describe _____)	7				
Expenses	8 a Gross amount from sales of assets other than inventory	(A) Securities		(B) Other	
		8a		8b	
	b Less: cost or other basis and sales expenses	8b			
	c Gain or (loss) (attach schedule)	8c			
	d Net gain or (loss) (combine line 8c, columns (A) and (B))	8d			
	9 Special events and activities (attach schedule). If any amount is from gaming, check here <input type="checkbox"/>				
	a Gross revenue (not including \$ _____ of contributions reported on line 1a)	9a			
		9b			
	c Net income or (loss) from special events (subtract line 9b from line 9a)	9c			
	10 a Gross sales of inventory, less returns and allowances	10a			
		b Less: cost of goods sold	10b		
	c Gross profit or (loss) from sales of inventory (attach schedule) (subtract line 10b from line 10a)	10c			
11 Other revenue (from Part VII, line 103)	11				
12 Total revenue (add lines 1d, 2, 3, 4, 5, 6c, 7, 8d, 9c, 10c, and 11)	12		4,986,833.		
13 Program services (from line 44, column (B))	13		4,030,783.		
14 Management and general (from line 44, column (C))	14		981,945.		
15 Fundraising (from line 44, column (D))	15		351,317.		
16 Payments to affiliates (attach schedule)	16				
17 Total expenses (add lines 16 and 44, column (A))	17		5,364,045.		
18 Excess or (deficit) for the year (subtract line 17 from line 12)	18		-377,212.		
19 Net assets or fund balances at beginning of year (from line 73, column (A))	19		2,609,711.		
20 Other changes in net assets or fund balances (attach explanation) SEE STATEMENT 2	20		510.		
21 Net assets or fund balances at end of year (combine lines 18, 19, and 20)	21		2,233,009.		



Part II Statement of Functional Expenses

All organizations must complete column (A). Columns (B), (C), and (D) are required for section 501(c)(3) and (4) organizations and section 4947(a)(1) nonexempt charitable trusts but optional for others.

Do not include amounts reported on line 6b, 8b, 9b, 10b, or 16 of Part I.		(A) Total	(B) Program services	(C) Management and general	(D) Fundraising
22	Grants and allocations (attach schedule)				
	cash \$ _____ noncash \$ _____	22			
23	Specific assistance to individuals (attach schedule)	23			
24	Benefits paid to or for members (attach schedule)	24			
25	Compensation of officers, directors, etc.	25	322,620.	208,718.	39,157.
26	Other salaries and wages	26	3,174,261.	2,477,943.	552,957.
27	Pension plan contributions	27	152,812.	106,991.	33,432.
28	Other employee benefits	28	386,152.	273,689.	82,208.
29	Payroll taxes	29	196,807.	139,155.	41,994.
30	Professional fundraising fees	30	2,400.		2,400.
31	Accounting fees	31	39,068.	89.	38,971.
32	Legal fees	32	16,721.	9,554.	6,213.
33	Supplies	33	103,167.	77,955.	18,620.
34	Telephone	34	72,156.	54,222.	13,208.
35	Postage and shipping	35	25,144.	19,467.	4,181.
36	Occupancy	36	339,344.	255,002.	62,117.
37	Equipment rental and maintenance	37	23,472.	17,639.	4,296.
38	Printing and publications	38	38,176.	37,798.	278.
39	Travel	39	147,325.	123,926.	7,684.
40	Conferences, conventions, and meetings	40	13,290.	12,430.	534.
41	Interest	41	6,331.	4,757.	1,159.
42	Depreciation, depletion, etc. (attach schedule)	42	255,153.	191,736.	46,706.
43	Other expenses not covered above (itemize):				
a	OTHER EXPENSES	43a	49,646.	19,712.	28,230.
b		43b			
c		43c			
d		43d			
e		43e			
44	Total functional expenses (add lines 22 through 43). Organizations completing columns (B)-(D), carry these totals to lines 13-15	44	5,364,045.	4,030,783.	981,945.
					351,317.

Joint Costs. Check if you are following SOP 98-2.

Are any joint costs from a combined educational campaign and fundraising solicitation reported in (B) Program services? Yes No

If "Yes," enter (i) the aggregate amount of these joint costs \$ _____; (ii) the amount allocated to Program services \$ _____;

(iii) the amount allocated to Management and general \$ _____; and (iv) the amount allocated to Fundraising \$ _____

Part III Statement of Program Service Accomplishments

What is the organization's primary exempt purpose? **SEE STATEMENT 3**

All organizations must describe their exempt purpose achievements in a clear and concise manner. State the number of clients served, publications issued, etc. Discuss achievements that are not measurable (Section 501(c)(3) and (4) organizations and 4947(a)(1) nonexempt charitable trusts must also enter the amount of grants and allocations to others)

Program Service Expenses
(Required for 501(c)(3) and (4) orgs., and 4947(a)(1) trusts, but optional for others.)

a	EQUITABLE DEVELOPMENT - SEE ATTACHED STATEMENT FOR DETAILED DESCRIPTION				
			(Grants and allocations \$ _____)		902,584.
b	FAIR DISTRIBUTION OF AFFORDABLE HOUSING - SEE ATTACHED STATEMENT				
			(Grants and allocations \$ _____)		845,419.
c	EQUITABLE PUBLIC INVESTMENT - SEE ATTACHED STATEMENT				
			(Grants and allocations \$ _____)		745,601.
d	COMMUNITY STRATEGIES TO IMPROVE HEALTH - SEE ATTACHED STATEMENT				
			(Grants and allocations \$ _____)		766,034.
e	Other program services (attach schedule) STATEMENT 4		(Grants and allocations \$ _____)		771,145.
f	Total of Program Service Expenses (should equal line 44, column (B), Program services)				4,030,783.

Part IV Balance Sheets

Note: Where required, attached schedules and amounts within the description column should be for end-of-year amounts only.

		(A) Beginning of year		(B) End of year
Assets	45 Cash - non-interest-bearing	762,540.	45	1,370,577.
	46 Savings and temporary cash investments		46	
	47 a Accounts receivable	47a 40,453.		
	b Less: allowance for doubtful accounts	47b	47c	40,453.
	48 a Pledges receivable	48a		
	b Less: allowance for doubtful accounts	48b	48c	
	49 Grants receivable	1,542,650.	49	1,162,710.
	50 Receivables from officers, directors, trustees, and key employees		50	
	51 a Other notes and loans receivable	51a		
	b Less: allowance for doubtful accounts	51b	51c	
	52 Inventories for sale or use		52	
	53 Prepaid expenses and deferred charges	44,205.	53	30,042.
	54 Investments - securities	<input type="checkbox"/> Cost <input type="checkbox"/> FMV	54	
	55 a Investments - land, buildings, and equipment: basis	55a		
	b Less: accumulated depreciation	55b	55c	
56 Investments - other	SEE STATEMENT 5	0.	56	250,000.
57 a Land, buildings, and equipment: basis	57a 1,455,724.			
b Less: accumulated depreciation	57b 1,103,584.	57c	352,140.	
58 Other assets (describe SEE STATEMENT 7)	42,770.	58	44,800.	
59 Total assets (add lines 45 through 58) (must equal line 74)	3,046,892.	59	3,250,722.	
Liabilities	60 Accounts payable and accrued expenses	162,359.	60	122,613.
	61 Grants payable		61	
	62 Deferred revenue	58,045.	62	637,137.
	63 Loans from officers, directors, trustees, and key employees		63	
	64 a Tax-exempt bond liabilities		64a	
	b Mortgages and other notes payable		64b	
	65 Other liabilities (describe SEE STATEMENT 8)	216,777.	65	257,963.
66 Total liabilities (add lines 60 through 65)	437,181.	66	1,017,713.	
Net Assets or Fund Balances	Organizations that follow SFAS 117, check here <input checked="" type="checkbox"/> and complete lines 67 through 69 and lines 73 and 74.			
	67 Unrestricted	531,882.	67	205,059.
	68 Temporarily restricted	2,077,829.	68	2,027,950.
	69 Permanently restricted		69	
	Organizations that do not follow SFAS 117, check here <input type="checkbox"/> and complete lines 70 through 74.			
	70 Capital stock, trust principal, or current funds		70	
	71 Paid-in or capital surplus, or land, building, and equipment fund		71	
	72 Retained earnings, endowment, accumulated income, or other funds		72	
73 Total net assets or fund balances (add lines 67 through 69 or lines 70 through 72; column (A) must equal line 19; column (B) must equal line 21)	2,609,711.	73	2,233,009.	
74 Total liabilities and net assets / fund balances (add lines 66 and 73)	3,046,892.	74	3,250,722.	

Form 990 is available for public inspection and, for some people, serves as the primary or sole source of information about a particular organization. How the public perceives an organization in such cases may be determined by the information presented on its return. Therefore, please make sure the return is complete and accurate and fully describes, in Part III, the organization's programs and accomplishments.

Part VI Other Information Yes No

76 Did the organization engage in any activity not previously reported to the IRS? If "Yes," attach a detailed description of each activity
77 Were any changes made in the organizing or governing documents but not reported to the IRS?
78a Did the organization have unrelated business gross income of \$1,000 or more during the year covered by this return?
78b If "Yes," has it filed a tax return on Form 990-T for this year?
79 Was there a liquidation, dissolution, termination, or substantial contraction during the year?
80a Is the organization related (other than by association with a statewide or nationwide organization) through common membership, governing bodies, trustees, officers, etc., to any other exempt or nonexempt organization?
80b If "Yes," enter the name of the organization and check whether it is exempt or nonexempt.
81a Enter direct or indirect political expenditures. See line 81 instructions
81b Did the organization file Form 1120-POL for this year?
82a Did the organization receive donated services or the use of materials, equipment, or facilities at no charge or at substantially less than fair rental value?
82b If "Yes," you may indicate the value of these items here. Do not include this amount as revenue in Part I or as an expense in Part II.
83a Did the organization comply with the public inspection requirements for returns and exemption applications?
83b Did the organization comply with the disclosure requirements relating to quid pro quo contributions?
84a Did the organization solicit any contributions or gifts that were not tax deductible?
84b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?
85 501(c)(4), (5), or (6) organizations. a Were substantially all dues nondeductible by members?
85b Did the organization make only in-house lobbying expenditures of \$2,000 or less?
85c Dues, assessments, and similar amounts from members
85d Section 162(e) lobbying and political expenditures
85e Aggregate nondeductible amount of section 6033(e)(1)(A) dues notices
85f Taxable amount of lobbying and political expenditures (line 85d less 85e)
85g Does the organization elect to pay the section 6033(e) tax on the amount on line 85f?
85h If section 6033(e)(1)(A) dues notices were sent, does the organization agree to add the amount on line 85f to its reasonable estimate of dues allocable to nondeductible lobbying and political expenditures for the following tax year?
86 501(c)(7) organizations. Enter: a Initiation fees and capital contributions included on line 12
86b Gross receipts, included on line 12, for public use of club facilities
87 501(c)(12) organizations Enter: a Gross income from members or shareholders
87b Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)
88 At any time during the year, did the organization own a 50% or greater interest in a taxable corporation or partnership, or an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3?
89a 501(c)(3) organizations. Enter: Amount of tax imposed on the organization during the year under: section 4911; section 4912; section 4955
89b 501(c)(3) and 501(c)(4) organizations. Did the organization engage in any section 4958 excess benefit transaction during the year or did it become aware of an excess benefit transaction from a prior year?
89c Enter: Amount of tax imposed on the organization managers or disqualified persons during the year under sections 4912, 4955, and 4958
89d Enter: Amount of tax on line 89c, above, reimbursed by the organization
90a List the states with which a copy of this return is filed
90b Number of employees employed in the pay period that includes March 12, 2003
91 The books are in care of Telephone no.

Located at 101 BROADWAY, OAKLAND, CA ZIP + 4 94607

92 Section 4947(a)(1) nonexempt charitable trusts filing Form 990 in lieu of Form 1041- Check here and enter the amount of tax-exempt interest received or accrued during the tax year

Part VII Analysis of Income-Producing Activities (See page 33 of the instructions.)

Note: Enter gross amounts unless otherwise indicated.

93 Program service revenue:

- a
b
c
d
e

f Medicare/Medicaid payments
g Fees and contracts from government agencies

94 Membership dues and assessments

95 Interest on savings and temporary cash investments

96 Dividends and interest from securities

97 Net rental income or (loss) from real estate:

- a debt-financed property
b not debt-financed property

98 Net rental income or (loss) from personal property

99 Other investment income

100 Gain or (loss) from sales of assets other than inventory

101 Net income or (loss) from special events

102 Gross profit or (loss) from sales of inventory

103 Other revenue:

- a
b
c
d
e

104 Subtotal (add columns (B), (D), and (E))

105 Total (add line 104, columns (B), (D), and (E))

Table with 5 columns: (A) Business code, (B) Amount, (C) Exclusion code, (D) Amount, (E) Related or exempt function income. Includes rows for various income categories and a total row.

Note: Line 105 plus line 1d, Part I, should equal the amount on line 12, Part I.

Part VIII Relationship of Activities to the Accomplishment of Exempt Purposes (See page 34 of the instructions.)

Line No. Explain how each activity for which income is reported in column (E) of Part VII contributed importantly to the accomplishment of the organization's exempt purposes (other than by providing funds for such purposes).

- 97B SUBLEASING OFFICE SPACE TO TWO NON-PROFITS WITH RELATED EXEMPT PURPOSE
103A MISCELLANEOUS REVENUE USED FOR EXEMPT PURPOSES

Part IX Information Regarding Taxable Subsidiaries and Disregarded Entities (See page 34 of the instructions.)

Table with 5 columns: (A) Name, address, and EIN of corporation, partnership, or disregarded entity; (B) Percentage of ownership interest; (C) Nature of activities; (D) Total income; (E) End-of-year assets.

Part X Information Regarding Transfers Associated with Personal Benefit Contracts (See page 34 of the instructions.)

- (a) Did the organization, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?
(b) Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?

Note: If "Yes" to (b), file Form 8870 and Form 4720 (see instructions).

Preparer's information including date (11/15/04), name and title (Executive Vice President, Judith Bell), and SSN/PTIN.

SCHEDULE A
(Form 990 or 990-EZ)

Organization Exempt Under Section 501(c)(3)

OMB No 1545-0047

(Except Private Foundation) and Section 501(e), 501(f), 501(k),
501(n), or Section 4947(a)(1) Nonexempt Charitable Trust

2003

Department of the Treasury
Internal Revenue Service

Supplementary Information-(See separate instructions.)

▶ **MUST be completed by the above organizations and attached to their Form 990 or 990-EZ**

Name of the organization

Employer identification number

POLICY LINK

94 3297479

Part I Compensation of the Five Highest Paid Employees Other Than Officers, Directors, and Trustees

(See page 1 of the instructions. List each one. If there are none, enter "None.")

(a) Name and address of each employee paid more than \$50,000	(b) Title and average hours per week devoted to position	(c) Compensation	(d) Contributions to employee benefit plans & deferred compensation	(e) Expense account and other allowances
JANET BELL ----- 101 BROADWAY, OAKLAND, CA 94607	PROGRAM DIREC 40 HRS/WEEK	138,773.	17,098.	
JOE BROOKS ----- 101 BROADWAY, OAKLAND, CA 94607	PROGRAM DIREC 40 HRS/WEEK	120,978.	28,047.	
VICTOR RUBIN ----- 101 BROADWAY, OAKLAND, CA 94607	PROGRAM DIREC 40 HRS/WEEK	125,023.	13,249.	
MILDRED THOMPSON ----- 101 BROADWAY, OAKLAND, CA 94607	SENIOR ASSOC 40 HRS/WEEK	93,846.	14,940.	
JOAN BRAUN ----- 101 BROADWAY, OAKLAND, CA 94607	FINANCE DIREC 40 HRS/WEEK	99,412.	19,752.	
Total number of other employees paid over \$50,000 ▶	17			

Part II Compensation of the Five Highest Paid Independent Contractors for Professional Services

(See page 2 of the instructions. List each one (whether individuals or firms). If there are none, enter "None.")

(a) Name and address of each independent contractor paid more than \$50,000	(b) Type of service	(c) Compensation
BCT PARTNERS ----- 900 PARK AVENUE, PLAINFIELD, NJ 07060	CONSULTING	60,800.
CENTER FOR THE STUDY OF SOCIAL POLICY ----- 1575 EYE ST. N.W. STE 500, WASHINGTON, DC 20005	CONSULTING	172,349.
ECOLOGIC DEVELOPMENT FUND ----- 25 MOUNT AUBURN ST. STE 203, CAMBRIDGE, MA 02138	CONSULTING	84,500.
MCKINSEY & COMPANY ----- 555 CALIFORNIA ST. STE 4700, SAN FRANCISCO, CA	CONSULTING	200,000.
----- -----		
Total number of others receiving over \$50,000 for professional services ▶	0	

Part III Statements About Activities (See page 2 of the instructions.)		Yes	No
1	During the year, has the organization attempted to influence national, state, or local legislation, including any attempt to influence public opinion on a legislative matter or referendum? If "Yes," enter the total expenses paid or incurred in connection with the lobbying activities ► \$ _____ \$ <u>20,812.</u> (Must equal amounts on line 38, Part VI-A, or line i of Part VI-B.) Organizations that made an election under section 501(h) by filing Form 5768 must complete Part VI-A. Other organizations checking "Yes," must complete Part VI-B AND attach a statement giving a detailed description of the lobbying activities.	X	
2	During the year, has the organization, either directly or indirectly, engaged in any of the following acts with any substantial contributors, trustees, directors, officers, creators, key employees, or members of their families, or with any taxable organization with which any such person is affiliated as an officer, director, trustee, majority owner, or principal beneficiary? (If the answer to any question is "Yes," attach a detailed statement explaining the transactions)		
a	Sale, exchange, or leasing of property?		X
b	Lending of money or other extension of credit?		X
c	Furnishing of goods, services, or facilities?		X
d	Payment of compensation (or payment or reimbursement of expenses if more than \$1,000)? SEE PART V, FORM 990	X	
e	Transfer of any part of its income or assets?		X
3 a	Do you make grants for scholarships, fellowships, student loans, etc.? (If "Yes," attach an explanation of how you determine that recipients qualify to receive payments.)		X
b	Do you have a section 403(b) annuity plan for your employees?		X
4	Did you maintain any separate account for participating donors where donors have the right to provide advice on the use or distribution of funds?		X

Part IV Reason for Non-Private Foundation Status (See pages 3 through 6 of the instructions.)

- The organization is not a private foundation because it is: (Please check only **ONE** applicable box.)
- 5 A church, convention of churches, or association of churches. Section 170(b)(1)(A)(i).
 - 6 A school. Section 170(b)(1)(A)(ii). (Also complete Part V.)
 - 7 A hospital or a cooperative hospital service organization. Section 170(b)(1)(A)(iii).
 - 8 A Federal, state, or local government or governmental unit. Section 170(b)(1)(A)(v).
 - 9 A medical research organization operated in conjunction with a hospital. Section 170(b)(1)(A)(iii). Enter the hospital's name, city, and state ► _____
 - 10 An organization operated for the benefit of a college or university owned or operated by a governmental unit. Section 170(b)(1)(A)(iv). (Also complete the **Support Schedule** in Part IV-A.)
 - 11a An organization that normally receives a substantial part of its support from a governmental unit or from the general public. Section 170(b)(1)(A)(vi). (Also complete the **Support Schedule** in Part IV-A.)
 - 11b A community trust. Section 170(b)(1)(A)(vi). (Also complete the **Support Schedule** in Part IV-A.)
 - 12 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 charitable, etc., 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). (Also complete the **Support Schedule** in Part IV-A.)
 - 13 An organization that is not controlled by any disqualified persons (other than foundation managers) and supports organizations described in: (1) lines 5 through 12 above; or (2) section 501(c)(4), (5), or (6), if they meet the test of section 509(a)(2). (See section 509(a)(3).)

Provide the following information about the supported organizations. (See page 5 of the instructions.)

(a) Name(s) of supported organization(s)	(b) Line number from above

- 14 An organization organized and operated to test for public safety. Section 509(a)(4). (See page 6 of the instructions.)

Part IV-A Support Schedule (Complete only if you checked a box on line 10, 11, or 12.) Use cash method of accounting.
 Note: You may use the worksheet in the instructions for converting from the accrual to the cash method of accounting.

Calendar year (or fiscal year beginning in)	(a) 2002	(b) 2001	(c) 2000	(d) 1999	(e) Total
15 Gifts, grants, and contributions received. (Do not include unusual grants. See line 28.)	6,376,514.	4,498,053.	4,320,215.	4,267,963.	19,462,745.
16 Membership fees received					
17 Gross receipts from admissions, merchandise sold or services performed, or furnishing of facilities in any activity that is related to the organization's charitable, etc., purpose					
18 Gross income from interest, dividends, amounts received from payments on securities loans (section 512(a)(5)), rents, royalties, and unrelated business taxable income (less section 511 taxes) from businesses acquired by the organization after June 30, 1975	26,147.	44,393.	61,586.	69,338.	201,464.
19 Net income from unrelated business activities not included in line 18					
20 Tax revenues levied for the organization's benefit and either paid to it or expended on its behalf					
21 The value of services or facilities furnished to the organization by a governmental unit without charge. Do not include the value of services or facilities generally furnished to the public without charge					
22 Other income. Attach a schedule. Do not include gain or (loss) from sale of capital assets	32,132.	25,865.	SEE STATEMENT 10 49,917.	36,736.	144,650.
23 Total of lines 15 through 22	6,434,793.	4,568,311.	4,431,718.	4,374,037.	19,808,859.
24 Line 23 minus line 17	6,434,793.	4,568,311.	4,431,718.	4,374,037.	19,808,859.
25 Enter 1% of line 23	64,348.	45,683.	44,317.	43,740.	

26 Organizations described on lines 10 or 11: a Enter 2% of amount in column (e), line 24	▶ 26a	396,177.
b Prepare a list for your records to show the name of and amount contributed by each person (other than a governmental unit or publicly supported organization) whose total gifts for 1999 through 2002 exceeded the amount shown in line 26a. Do not file this list with your return. Enter the total of all these excess amounts	▶ 26b	16,190,337.
c Total support for section 509(a)(1) test: Enter line 24, column (e)	▶ 26c	19,808,859.
d Add: Amounts from column (e) for lines: 18 <u>201,464.</u> 19 _____ 22 <u>144,650.</u> 26b <u>16,190,337.</u>	▶ 26d	16,536,451.
e Public support (line 26c minus line 26d total)	▶ 26e	3,272,408.
f Public support percentage (line 26e (numerator) divided by line 26c (denominator))	▶ 26f	16.5199%

27 Organizations described on line 12: a For amounts included in lines 15, 16, and 17 that were received from a "disqualified person," prepare a list for your records to show the name of, and total amounts received in each year from, each "disqualified person." Do not file this list with your return. Enter the sum of such amounts for each year: N/A	(2002)	(2001)	(2000)	(1999)
b For any amount included in line 17 that was received from each person (other than "disqualified persons"), prepare a list for your records to show the name of, and amount received for each year, that was more than the larger of (1) the amount on line 25 for the year or (2) \$5,000. (Include in the list organizations described in lines 5 through 11, as well as individuals.) Do not file this list with your return. After computing the difference between the amount received and the larger amount described in (1) or (2), enter the sum of these differences (the excess amounts) for each year: N/A	(2002)	(2001)	(2000)	(1999)
c Add: Amounts from column (e) for lines: 15 _____ 16 _____ 17 _____ 20 _____ 21 _____	▶ 27c	N/A		
d Add: Line 27a total _____ and line 27b total _____	▶ 27d	N/A		
e Public support (line 27c total minus line 27d total)	▶ 27e	N/A		
f Total support for section 509(a)(2) test: Enter amount on line 23, column (e) ▶ 27f N/A	▶ 27f	N/A		
g Public support percentage (line 27e (numerator) divided by line 27f (denominator))	▶ 27g	N/A %		
h Investment income percentage (line 18, column (e) (numerator) divided by line 27f (denominator))	▶ 27h	N/A %		

28 Unusual Grants: For an organization described in line 10, 11, or 12 that received any unusual grants during 1999 through 2002, prepare a list for your records to show, for each year, the name of the contributor, the date and amount of the grant, and a brief description of the nature of the grant. Do not file this list with your return. Do not include these grants in line 15.

Part V Private School Questionnaire (See page 7 of the instructions.)

N/A

(To be completed ONLY by schools that checked the box on line 6 in Part IV)

		Yes	No
29	Does the organization have a racially nondiscriminatory policy toward students by statement in its charter, bylaws, other governing instrument, or in a resolution of its governing body?		
30	Does the organization include a statement of its racially nondiscriminatory policy toward students in all its brochures, catalogues, and other written communications with the public dealing with student admissions, programs, and scholarships?		
31	Has the organization publicized its racially nondiscriminatory policy through newspaper or broadcast media during the period of solicitation for students, or during the registration period if it has no solicitation program, in a way that makes the policy known to all parts of the general community it serves? If "Yes," please describe; if "No," please explain. (If you need more space, attach a separate statement.)		
<hr/> <hr/> <hr/>			
32	Does the organization maintain the following:		
a	Records indicating the racial composition of the student body, faculty, and administrative staff?	32a	
b	Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis?	32b	
c	Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships?	32c	
d	Copies of all material used by the organization or on its behalf to solicit contributions? If you answered "No" to any of the above, please explain. (If you need more space, attach a separate statement.)	32d	
<hr/> <hr/> <hr/>			
33	Does the organization discriminate by race in any way with respect to:		
a	Students' rights or privileges?	33a	
b	Admissions policies?	33b	
c	Employment of faculty or administrative staff?	33c	
d	Scholarships or other financial assistance?	33d	
e	Educational policies?	33e	
f	Use of facilities?	33f	
g	Athletic programs?	33g	
h	Other extracurricular activities? If you answered "Yes" to any of the above, please explain. (If you need more space, attach a separate statement.)	33h	
<hr/> <hr/> <hr/>			
34 a	Does the organization receive any financial aid or assistance from a governmental agency?	34a	
b	Has the organization's right to such aid ever been revoked or suspended? If you answered "Yes" to either 34a or b, please explain using an attached statement.	34b	
35	Does the organization certify that it has complied with the applicable requirements of sections 4.01 through 4.05 of Rev. Proc. 75-50, 1975-2 C.B. 587, covering racial nondiscrimination? If "No," attach an explanation	35	

Part VI-A Lobbying Expenditures by Electing Public Charities (See page 9 of the instructions.)

(To be completed **ONLY** by an eligible organization that filed Form 5768)

Check **a** if the organization belongs to an affiliated group. Check **b** if you checked "a" and "limited control" provisions apply.

Limits on Lobbying Expenditures		(a) Affiliated group totals	(b) To be completed for ALL electing organizations
(The term "expenditures" means amounts paid or incurred.)			
		N/A	
36	Total lobbying expenditures to influence public opinion (grassroots lobbying)	36	1,666.
37	Total lobbying expenditures to influence a legislative body (direct lobbying)	37	19,146.
38	Total lobbying expenditures (add lines 36 and 37)	38	20,812.
39	Other exempt purpose expenditures	39	5,343,232.
40	Total exempt purpose expenditures (add lines 38 and 39)	40	5,364,044.
41	Lobbying nontaxable amount. Enter the amount from the following table -		
	If the amount on line 40 is -		
	Not over \$500,000		
	Over \$500,000 but not over \$1,000,000		
	Over \$1,000,000 but not over \$1,500,000		
	Over \$1,500,000 but not over \$17,000,000		
	Over \$17,000,000		
	The lobbying nontaxable amount is -		
	20% of the amount on line 40		
	\$100,000 plus 15% of the excess over \$500,000		
	\$175,000 plus 10% of the excess over \$1,000,000		
	\$225,000 plus 5% of the excess over \$1,500,000		
	\$1,000,000		
41		41	418,202.
42	Grassroots nontaxable amount (enter 25% of line 41)	42	104,551.
43	Subtract line 42 from line 36. Enter -0- if line 42 is more than line 36	43	0.
44	Subtract line 41 from line 38. Enter -0- if line 41 is more than line 38	44	0.

Caution: If there is an amount on either line 43 or line 44, you must file Form 4720.

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 instructions for lines 45 through 50 on page 11 of the instructions.)

Calendar year (or fiscal year beginning in)	Lobbying Expenditures During 4-Year Averaging Period				
	(a) 2003	(b) 2002	(c) 2001	(d) 2000	(e) Total
45 Lobbying nontaxable amount	418,202.	428,179.	415,603.	380,141.	1,642,125.
46 Lobbying ceiling amount (150% of line 45(e))					2,463,188.
47 Total lobbying expenditures	20,812.	8,661.	2,145.	53,157.	84,775.
48 Grassroots nontaxable amount	104,551.	107,045.	103,901.	95,035.	410,532.
49 Grassroots ceiling amount (150% of line 48(e))					615,798.
50 Grassroots lobbying expenditures	1,666.	800.	0.	9,852.	12,318.

Part VI-B Lobbying Activity by Nonelecting Public Charities

(For reporting only by organizations that did not complete Part VI-A) (See page 12 of the instructions.)

N/A

During the year, did the organization attempt to influence national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of:			Amount
	Yes	No	
a Volunteers			
b Paid staff or management (Include compensation in expenses reported on lines c through h.)			
c Media advertisements			
d Mailings to members, legislators, or the public			
e Publications, or published or broadcast statements			
f Grants to other organizations for lobbying purposes			
g Direct contact with legislators, their staffs, government officials, or a legislative body			
h Rallies, demonstrations, seminars, conventions, speeches, lectures, or any other means			
i Total lobbying expenditures (Add lines c through h.)			0.

If "Yes" to any of the above, also attach a statement giving a detailed description of the lobbying activities.

Asset No	Description	Date Acquired	Method	Life	Line No	Unadjusted Cost Or Basis	Bus % Excl	* Reduction In Basis	Basis For Depreciation	Accumulated Depreciation	Current Sec 179	Amount Of Depreciation
	1SEE ATTACHED SCHEDULE * TOTAL 990 PAGE 2 DEPR			.000	16	1455724.		0.	1455724.	848,431.		255,153.
						1455724.			1455724.	848,431.	0.	255,153.

FORM 990	RENTAL INCOME	STATEMENT	1
<u>KIND AND LOCATION OF PROPERTY</u>		<u>ACTIVITY NUMBER</u>	<u>GROSS RENTAL INCOME</u>
		1	32,378.
TOTAL TO FORM 990, PART I, LINE 6A			32,378.

FORM 990	OTHER CHANGES IN NET ASSETS OR FUND BALANCES	STATEMENT	2
<u>DESCRIPTION</u>		<u>AMOUNT</u>	
UNREALIZED GAIN ON INVESTMENT			510.
TOTAL TO FORM 990, PART I, LINE 20			510.

FORM 990	STATEMENT OF ORGANIZATION'S PRIMARY EXEMPT PURPOSE PART III	STATEMENT	3
----------	--	-----------	---

EXPLANATION

TO ENGAGE IN CHARITABLE AND EDUCATIONAL ACTIVITIES THAT PROMOTE AN INFORMED PUBLIC

FORM 990	OTHER PROGRAM SERVICES	STATEMENT	4
<u>DESCRIPTION</u>		<u>GRANTS AND ALLOCATIONS</u>	<u>EXPENSES</u>
LEADERSHIP FOR CHANGE/OTHER ISSUE AREAS - SEE ATTACHED STATEMENT			771,145.
TOTAL TO FORM 990, PART III, LINE E			771,145.

FORM 990	OTHER INVESTMENTS	STATEMENT	5
DESCRIPTION	VALUATION METHOD	AMOUNT	
OTHER INVESTMENTS	MARKET VALUE	250,000.	
TOTAL TO FORM 990, PART IV, LINE 56, COLUMN B		250,000.	

FORM 990	DEPRECIATION OF ASSETS NOT HELD FOR INVESTMENT	STATEMENT	6
DESCRIPTION	COST OR OTHER BASIS	ACCUMULATED DEPRECIATION	BOOK VALUE
SEE ATTACHED SCHEDULE	1,455,724.	1,103,584.	352,140.
TOTAL TO FORM 990, PART IV, LN 57		1,455,724.	352,140.

FORM 990	OTHER ASSETS	STATEMENT	7
DESCRIPTION	AMOUNT		
DEPOSITS	36,314.		
MISCELLANEOUS RECEIVABLES	0.		
OTHER ASSETS	8,486.		
TOTAL TO FORM 990, PART IV, LINE 58, COLUMN B		44,800.	

FORM 990	OTHER LIABILITIES	STATEMENT	8
DESCRIPTION	AMOUNT		
SUBLETTER DEPOSITS	500.		
SALES TAX PAYABLE	231.		
ACCRUED EMPLOYEE COMPENSATION	200,291.		
LEASE PAYABLE	56,941.		
TOTAL TO FORM 990, PART IV, LINE 65, COLUMN B		257,963.	

FORM 990

PART V - LIST OF OFFICERS, DIRECTORS,
TRUSTEES AND KEY EMPLOYEES

STATEMENT 9

NAME AND ADDRESS	TITLE AND AVRG HRS/WK	COMPEN- SATION	EMPLOYEE BEN PLAN CONTRIB	EXPENSE ACCOUNT
ANGELA GLOVER BLACKWELL 101 BROADWAY OAKLAND, CA 94607	PRESIDENT & DIRECTOR FULL	184,710.	25,886.	0.
JOAN WALSH 22 4TH STREET, 16TH FLOOR SAN FRANCISCO, CA 94103	DIRECTOR PART	0.	0.	0.
SHERI DUNN BERRY 839 TEMPLE TERRACE LAS ANGELES, CA 90042	DIRECTOR PART	0.	0.	0.
JAMES GIBSON 1575 EYE STREET, NW WASHINGTON, DC 20005	DIRECTOR PART	0.	0.	0.
JUDITH BELL 101 BROADWAY OAKLAND, CA 94607	EXEC VICE PRESIDENT FULL	137,910.	21,704.	0.
CATHERINE S. MUTHER 153 UPPER TERRACE SAN FRANCISCO, CA 94117	DIRECTOR PART	0.	0.	0.
MAGGIE WILLIAMS 55 W. 125TH ST NEW YORK, NY 10027	DIRECTOR PART	0.	0.	0.
WILLIAM JULIUS WILSON THE KENNEDY SCHOOL OF GOVERNEMENT HAR CAMBRIDGE, MA 02138	DIRECTOR PART	0.	0.	0.
GEOFFREY CANADA 2770 BROADWAY NEW YORK, NY 10025	DIRECTOR PART	0.	0.	0.
STEWART KWOH 1010 S. FLOWER STREET, #302 LOS ANGELES, CA 90015	DIRECTOR PART	0.	0.	0.
TOTALS INCLUDED ON FORM 990, PART V		322,620.	47,590.	0.

SCHEDULE A	OTHER INCOME			STATEMENT 10
DESCRIPTION	2002 AMOUNT	2001 AMOUNT	2000 AMOUNT	1999 AMOUNT
SUBLEASE INCOME	32,132.	27,816.	50,536.	36,736.
LOSS ON DISPOSITION OF ASSET	0.	-1,951.	-619.	0.
TOTAL TO SCHEDULE A, LINE 22	32,132.	25,865.	49,917.	36,736.

PolicyLink

EIN: 94-3297479

2003 Form 990 Page 2, Part III, Statement of Program Service Accomplishments

PolicyLink is a national nonprofit research, communications, capacity building, and advocacy organization dedicated to advancing policies to achieve economic and social equity based on the wisdom, voice, and experience of local constituencies.

Community leaders, practitioners, policymakers, and foundation executives use PolicyLink analysis, reports, and electronic tools to address equity issues.

Equitable Development

\$902,584

PolicyLink collaborates with a broad range of partners to implement strategies to ensure that everyone—including those from low-income communities of color—can contribute to and benefit from economic growth and prosperity. Among our regional equity approaches is equitable development, a comprehensive local, regional, and state framework emphasizing equitable public investment, the fair distribution of affordable housing, and community strategies to improve health.

PolicyLink has developed the equitable development framework to support community building, regionalism, and equity. This framework is used, for example, in PolicyLink work with the Community Capital Investment Initiative (CCII), an effort to implement a new model for revitalizing low-income, low-wealth communities by bringing the community and the private sector together to solve common problems. This example of community based regionalism seeks to achieve the “double bottom line” of economic and social returns that is a core principle of equitable development.

Equitable development connects the quest for full racial inclusion and participation to local, metropolitan, and regional planning and development. It is grounded in four guiding principles: the integration of people and place strategies; reduction of local and regional disparities; promotion of “double bottom line” investments; and inclusion of meaningful community voice, participation, and leadership.

Equitable development ensures that individuals and families in all communities can participate in and benefit from economic growth and activity. Because public policies and investments shape regional development patterns, PolicyLink works to develop policies that encourage equitable development that fully includes low-income communities and communities of color.

The PolicyLink *Equitable Development Toolkit: Beyond Gentrification* is a web-based resource that highlights federal, state, and local policies and strategies that community leaders can pursue to direct new investments that can benefit of current residents. Twenty-three tools are now available that focus on affordable housing, finance strategies, controlling development, and income and asset creation. The Toolkit helps community builders create and sustain diverse, mixed-income/mixed-wealth neighborhoods. PolicyLink developed and advanced the concept of “resident ownership mechanisms (ROMs),” wealth-building tools that are highlighted in the PolicyLink report, *Sharing the Wealth*. ROMs enable residents to gain an ownership stake in the assets of their

communities. They help forge new civic relationships, where residents are partners with business and political leaders and have a voice in the economic development decisions that affect their lives.

PolicyLink place-based work involves efforts in a number of cities. In New York City, PolicyLink worked closely with staff and board members of Harlem Congregations for Community Improvement (HCCI) on a range of wealth-building tools and equitable development opportunities related to HCCI activities in Harlem, including the redevelopment of brownfield sites. In San Diego, PolicyLink is working with the Jacobs Center for Neighborhood Innovation (JCNI) on Market Creek Plaza, the nation's first real estate development project to be planned, developed and, ultimately, owned by neighborhood residents.

PolicyLink supports alliances of community builders and advocates for equitable development in a number of cities and regions around the country, and produces reports with those groups and about their efforts. Such case studies are a means of "lifting up what works," and disseminating information to other communities about equitable development and methods for achieving it. PolicyLink has completed studies of Portland, Oregon; Boston, Massachusetts; and Washington, DC. A report based on work in New York City is in progress.

PolicyLink prepares reports for a number of foundations, including The Annie E. Casey Foundation, which asked PolicyLink to participate in three consultative sessions on smart growth and regional equity. The nation's leading researchers and advocates on these issues participated in the sessions along with some of the most experienced and creative community-based practitioners. A report prepared by PolicyLink, published by the foundation in 2003, summarized the main themes of the presentations and sessions.

Fair Distribution of Affordable Housing

\$845,419

PolicyLink is guided by a determination to improve the lives of people in low-income communities of color by working with these communities and other key partners to achieve critical policy changes that promote equitable development. A key arena of our equitable development policy work focuses on achieving the fair distribution of affordable housing throughout regions.

Growth patterns in the United States have left low-income residents with substandard housing, high concentrations of poverty, racial segregation, poor schools, high housing costs, limited access to jobs, and a crumbling infrastructure.

Strategies to address these disparities include creating new revenue streams for producing more affordable housing and legislating zoning and production requirements, such as inclusionary zoning, which tie affordable housing to private development. IZ is one of the strategies discussed in the PolicyLink Equitable Development Toolkit. The Toolkit, created in partnership with community organizations from dozens of metropolitan

regions, draws on information collected from research, convenings, and coalition building efforts to impact public policy.

Effective policy impact requires flexibility and endurance, and organizations often need various kinds of capacity building to support data collection, develop media strategies, inform leaders and constituencies, and provide training and technical assistance in creating effective campaigns. In 2003 our work continued in Atlanta, GA, Boston, MA, California, New York City, and Washington, DC, and includes assisting campaigns seeking inclusionary zoning policies, research to identify permanent sources of revenue to finance the development of affordable housing; communications to highlight promising practices across the country that have been used to promote and develop affordable housing; and capacity building to forge connections between affordable housing and other critical issues of regional equity such as transportation, employment, and environmental justice.

Equitable Public Investment

\$745,601

Many of the most important issues of social and economic equity in the coming decade will concern the ways that neighborhoods, cities, and regions are built, and the financing of construction, rehabilitation, and operating costs. Equitable public investment requires finding ways to create healthy communities and regions by reforming state and local fiscal policies and guiding public investments.

There is great potential for shaping public investments to generate community benefits including employment, small business opportunities, transportation access and quality, affordable housing, as well as socially just allocations of environmental costs and resources. Yet most of these areas of policy have traditionally been very narrowly defined and closely held, and have not been inclusive of the perspectives of low income communities and communities of color. The PolicyLink focus area of equitable public investment is designed to open up these domains of public policy.

State, regional, and local public policies greatly influence regional development patterns. In many states, central cities and aging suburbs must confront high service costs, unmet educational and employment needs, aging water and sewer systems, and deteriorating housing stock. Inadequate fiscal capacity and investments, coupled with inequitable tax policies, exacerbate these problems. Strategic public investments, along with reforms in land use regulation, can substantially reduce disparities in services and in social and economic conditions.

PolicyLink contributes to a range of policy campaigns, and is engaged in two major projects concerning equitable public investment. Much of the focus concerns equitable infrastructure policy. This project provides working definitions of equity in infrastructure, derived from promising practices from around the country, and presents a conceptual framework for future activity in public finance, transportation policy, and regional development policy with a particular focus on California. Another key project in this area examines equity in school construction. This project analyzes the equity of the

first year of distribution of billions of bond dollars from recent California statewide bond measures, reviews promising practices in school construction financing from around the country, and recommends policy changes.

As our work in this area continues, we will develop training and capacity building strategies for community based organizations that can advance their goals for equitable public investment.

Community Strategies to Improve Health

\$766,034

A range of socioeconomic and environmental conditions such as income, segregation, racism, pollution, crime, availability of fresh foods and safe recreational facilities, and accessible quality housing have dramatic impacts on an individual's health. Where you live, work, go to school, and play can hinder or enhance good health. PolicyLink proposes principles, strategies, and policies to improve the impacts that neighborhoods and communities have on their residents' health.

Asthma's growing prevalence and the environmental factors that exacerbate it is a case in point. Asthma is now an epidemic in many low-income communities of color. For example, a study of children in Harlem, New York found 25% had asthma or symptoms of the disease. In 2002, PolicyLink researched policy approaches designed to minimize environmental triggers of childhood asthma. *Fighting Childhood Asthma: How Communities Can Win* describes strategies, policies, and promising practices, including a national scan of asthma legislation as well as policy recommendations for reducing environmental triggers in homes, schools, and the outdoors.

One in ten children in California has asthma, with far higher prevalence in low-income communities of color. For the last two years, PolicyLink has been working in California with Community Action to Fight Asthma (CAFA)—12 local and 4 regional coalitions from around the state that are focused on making policy changes to reduce environmental triggers of childhood asthma. The coalitions have worked at the local and state levels. Last year, the groups successfully supported legislation to include agricultural equipment under the state's environmental protection act. CAFA coalitions also seek to improve indoor air quality in schools and to improve outdoor air quality by reducing diesel emissions (a known trigger of asthma). PolicyLink delivers technical assistance to the groups that is designed to build skills and knowledge about policy, advocacy, and communications.

From our initial study of health disparities, PolicyLink published two reports demonstrating the powerful influence of community conditions on the health of individuals and families. *Reducing Health Disparities Through a Focus on Communities* pulls from extensive interviews, site visits, and an exhaustive research review to make these connections. *Regional Development and Physical Activity: Issues and Strategies for Promoting Health Equity* explores the connection between development patterns, physical activity, and poor health. The report makes recommendations for facilitating

increased physical activity by improving community design and suggesting new goals for community organizing.

The California Endowment (TCE) contracted with PolicyLink to provide technical assistance to organizations working on asthma to help strengthen their policy and advocacy skills. During the three-year grant cycle, PolicyLink is working with each of the three statewide regional asthma coalitions to identify policies that need to be enacted, changed, or enforced. A report produced by PolicyLink assisted TCE in exploring and developing a strategy to address childhood asthma through policy change.

In addition, PolicyLink coordinated and conducted research and analysis to examine the relationship between place and health disparities, policy and practice opportunities for change, and the possibilities for preventing health disparities and for measuring change over time.

Other Issue Areas/Leadership for Change

\$771,145

Community Technology

Working with the Leadership Conference on Civil Rights (LCCR), Leadership Conference Education Fund, and CTCNet, PolicyLink helped preserve technology benefits for low-income communities that were threatened with loss of funding by the federal government in 2002 and 2003. PolicyLink and LCCR engaged more than 125 national, state, and local organizations in the “Digital Empowerment Campaign,” which attracted bipartisan support, media attention, and was ultimately successful in restoring funding for important federal technology programs.

PolicyLink work in technology goes beyond access to raise questions about organizational capacity and opportunities for advancing equity by bridging the digital divide. The organization has helped broaden the concept of the divide to include the ways in which communities and organizations use technology to carry out their missions in an equitable way.

Leadership

PolicyLink conducted a comprehensive research project for the William and Flora Hewlett Foundation to identify ways the foundation might contribute to increasing the numbers of people of color who influence policy in areas related to children, families, and communities. The final report is a result of interviews, an extensive literature review and a scan of current leadership development programs.

Criminal Justice

As a follow-up to the 2001 PolicyLink report on *Community-Centered Policing: A Force for Change*, PolicyLink developed an advocacy manual to equip local communities with a variety of strategies for implementing community-centered police reform. The manual, *Organized for Change: The Activist’s Guide to Police Reform*, draws on interviews with

community advocates from across the country who have used advocacy strategies in police reform work

Policy Link Fixed Assets - 12/31/03

2002 Form 990, Attachment to
Statement 6, Fixed Asset Listing

Description	Date in Service	Mon In Serv	Meth	Life	Cost	FY 03	Accu. Deprec	Accu.	Net Value
						Depreciation	12/31/03	Deprec 2002	
1601 - Equipment									
Computer Software(99)	7/1/99	12	SL	3	53,456.92	-	53,456.92	53,456.92	-
CDW.com Microsoft SQL 7.0w/5Cal	3/15/00	12	SL	3	1,210.32	34.32	1,210.32	1,176.00	-
veritas backup software	6/16/00	12	SL	3	933.27	52.27	933.27	881.00	-
windows 2000 upgrade	8/25/00	12	SL	3	4,750.00	265.00	4,750.00	4,485.00	-
WebTrends Analysis Ste v7.0	1/3/01	12	SL	3	2,008.37	669.00	2,007.00	1,338.00	1.37
RightFax	2/22/01	12	SL	3	3,800.00	1,267.00	3,590.00	2,323.00	210.00
AVT Upgrade	4/26/01	12	SL	3	2,444.00	815.00	2,173.00	1,358.00	271.00
MIP Accounting Software	12/13/01	12	SL	3	12,911.96	4,304.00	8,967.00	4,663.00	3,944.96
CDW server and Dev Software	7/15/02	12	SL	3	1,612.00	537.00	761.00	224.00	851.00
Computer Hardware	11/3/98	12	SL	5	13,854.32	2,308.32	13,854.32	11,546.00	-
Fax/Copier	11/10/98	12	SL	5	3,261.57	544.57	3,261.57	2,717.00	-
Computer Accessory	11/19/98	12	SL	5	508.70	92.70	508.70	416.00	-
Computer Hardware	12/14/98	12	SL	5	25,026.69	4,589.69	25,026.69	20,437.00	-
Satellite 4010CDS	3/16/99	12	SL	5	1,550.00	310.00	1,473.00	1,163.00	77.00
Brio 8532NT 6/400	3/29/99	12	SL	5	939.46	188.00	893.00	705.00	46.46
Brio 8532NT	3/30/99	12	SL	5	917.81	184.00	874.00	690.00	43.81
Brio 8532NT	3/30/99	12	SL	5	917.81	184.00	874.00	690.00	43.81
Brio 8532NT	3/30/99	12	SL	5	917.81	184.00	874.00	690.00	43.81
Brio 8532NT	3/30/99	12	SL	5	917.81	184.00	874.00	690.00	43.81
Brio 8532NT	3/30/99	12	SL	5	917.81	184.00	874.00	690.00	43.81
Brio 8532NT	3/30/99	12	SL	5	917.81	184.00	874.00	690.00	43.81
Brio 8532NT	3/30/99	12	SL	5	917.82	184.00	874.00	690.00	43.82
Brio 8532NT	3/30/99	12	SL	5	917.82	184.00	874.00	690.00	43.82
E655-2 15" Monitor	3/31/99	12	SL	5	252.63	51.00	238.00	187.00	14.63
NetServer E50 6/333	3/31/99	12	SL	5	9,575.17	1,915.00	8,937.00	7,022.00	638.17
PowerReach 6-1 PC KVM Controller an	4/6/99	12	SL	5	384.34	77.00	366.00	289.00	18.34
CPD-210GS	4/8/99	12	SL	5	372.42	74.00	346.00	272.00	26.42
CPD-210GS	4/8/99	12	SL	5	372.42	74.00	346.00	272.00	26.42
CPD-210GS	4/8/99	12	SL	5	372.42	74.00	346.00	272.00	26.42
CPD-210GS	4/8/99	12	SL	5	372.42	74.00	346.00	272.00	26.42
CPD-210GS	4/8/99	12	SL	5	372.42	74.00	346.00	272.00	26.42
CPD-210GS	4/8/99	12	SL	5	372.42	74.00	346.00	272.00	26.42
CPD-210GS	4/8/99	12	SL	5	372.42	74.00	346.00	272.00	26.42
CPD-210GS	4/8/99	12	SL	5	372.42	74.00	346.00	272.00	26.42
CPD-210GS	4/8/99	12	SL	5	372.42	74.00	346.00	272.00	26.42
CPD-210GS	4/8/99	12	SL	5	372.42	74.00	346.00	272.00	26.42
Procurve 10/100 Hub	4/12/99	12	SL	5	838.09	168.00	798.00	630.00	40.09
Smart-UPS 1400	4/13/99	12	SL	5	600.50	120.00	570.00	450.00	30.50
NetServer LH2 Dual 6/300	4/22/99	12	SL	5	5,223.46	1,045.00	4,789.00	3,744.00	434.46
NetServer LH2 Dual 6/333	4/22/99	12	SL	5	6,429.04	1,286.00	5,894.00	4,608.00	535.04
Brio 8532NT	4/23/99	12	SL	5	1,248.30	250.00	1,166.00	916.00	82.30
Brio 8532NT	4/23/99	12	SL	5	1,248.30	250.00	1,166.00	916.00	82.30
Brio 8532NT	4/23/99	12	SL	5	1,248.30	250.00	1,166.00	916.00	82.30
Brio 8532NT	4/23/99	12	SL	5	1,248.30	250.00	1,166.00	916.00	82.30
Brio 8532NT	4/23/99	12	SL	5	1,248.30	250.00	1,166.00	916.00	82.30
Brio 8532NT	4/23/99	12	SL	5	1,248.31	250.00	1,166.00	916.00	82.31
Brio 8532NT 6/400	4/23/99	12	SL	5	1,319.73	264.00	1,232.00	968.00	87.73
Brio 8532NT 6/400	4/23/99	12	SL	5	1,319.74	264.00	1,232.00	968.00	87.74
CPD-210GS	4/23/99	12	SL	5	340.89	68.00	312.00	244.00	28.89

Policy Link Fixed Assets - 12/31/03

Description	Date in Service	Mon	Meth	Life	Cost	FY 03	Accu. Deprac	Accu.	Net Value
		In Serv				Depreciation	12/31/03	Deprec 2002	
CPD-210GS	4/23/99	12	SL	5	340.89	68.00	312.00	244.00	28.89
CPD-210GS	4/23/99	12	SL	5	340.89	68.00	312.00	244.00	28.89
CPD-210GS	4/23/99	12	SL	5	340.90	68.00	312.00	244.00	28.90
Vaio 505FX / 266	4/23/99	12	SL	5	1,491.48	298.00	1,391.00	1,093.00	100.48
NetServer LC2 6/333	4/28/99	12	SL	5	1,838.57	368.00	1,686.00	1,318.00	152.57
NetServer LC2 6/333	4/28/99	12	SL	5	2,260.06	452.00	2,072.00	1,620.00	188.06
1605-R	4/29/99	12	SL	5	4,202.27	840.00	3,920.00	3,080.00	282.27
9100C	5/4/99	12	SL	5	3,088.38	618.00	2,884.00	2,266.00	204.38
LaserJet 2100TN	5/4/99	12	SL	5	942.28	188.00	878.00	690.00	64.28
LaserJet 5Si	5/4/99	12	SL	5	1,589.42	318.00	1,484.00	1,166.00	105.42
CPD-210GS	5/5/99	12	SL	5	340.89	68.00	312.00	244.00	28.89
CPD-210GS	5/5/99	12	SL	5	340.90	68.00	312.00	244.00	28.90
Brio BAX / 400	6/3/99	12	SL	5	1,208.65	242.00	1,109.00	867.00	99.65
Brio BAX / 400	6/3/99	12	SL	5	1,208.65	242.00	1,109.00	867.00	99.65
Brio BAX / 400	6/3/99	12	SL	5	1,208.65	242.00	1,109.00	867.00	99.65
Brio BAX / 400	6/3/99	12	SL	5	1,208.65	242.00	1,109.00	867.00	99.65
Brio BAX / 400	6/3/99	12	SL	5	1,208.65	242.00	1,109.00	867.00	99.65
CPD-210GS	6/3/99	12	SL	5	335.33	67.00	302.00	235.00	33.33
CPD-210GS	6/3/99	12	SL	5	335.33	67.00	302.00	235.00	33.33
CPD-210GS	6/3/99	12	SL	5	335.34	67.00	302.00	235.00	33.34
CPD-210GS	6/3/99	12	SL	5	335.34	67.00	302.00	235.00	33.34
CPD-210GS	6/3/99	12	SL	5	335.34	67.00	302.00	235.00	33.34
Procurve 10/100 Hub	6/8/99	12	SL	5	540.91	108.00	495.00	387.00	45.91
Procurve 10/100 Hub	6/8/99	12	SL	5	540.91	108.00	495.00	387.00	45.91
1605-R	6/9/99	12	SL	5	4,202.26	840.00	3,850.00	3,010.00	352.26
Brio BAX / 400 HP Brio BAX / 400	6/22/99	12	SL	5	1,195.52	239.00	1,076.00	837.00	119.52
CPD-210GS	6/22/99	12	SL	5	329.95	66.00	291.00	225.00	38.95
CPD-210GS	6/22/99	12	SL	5	329.95	66.00	291.00	225.00	38.95
CPD-210GS	6/22/99	12	SL	5	329.95	66.00	291.00	225.00	38.95
CPD-210GS	6/22/99	12	SL	5	329.95	66.00	291.00	225.00	38.95
CPD-210GS	6/22/99	12	SL	5	329.95	66.00	291.00	225.00	38.95
CPD-210GS	6/22/99	12	SL	5	329.95	66.00	291.00	225.00	38.95
CPD-210GS	6/22/99	12	SL	5	329.95	66.00	291.00	225.00	38.95
CPD-210GS	6/22/99	12	SL	5	329.95	66.00	291.00	225.00	38.95
Brio BAX / 400	6/28/99	12	SL	5	1,268.00	254.00	1,143.00	889.00	125.00
Brio BAX / 400	6/28/99	12	SL	5	1,287.19	257.00	1,157.00	900.00	130.19
Brio BAX / 400	6/28/99	12	SL	5	1,287.19	257.00	1,157.00	900.00	130.19
Brio BAX / 400	6/28/99	12	SL	5	1,287.19	257.00	1,157.00	900.00	130.19
Brio BAX / 400	6/28/99	12	SL	5	1,287.19	257.00	1,157.00	900.00	130.19
Brio BAX / 400	6/28/99	4	SL	5	1,287.20	-	472.00	472.00	815.20
Disposed Brio BAX/400 purchased 6/28	4/18/01				(1,287.20)	-	(472.00)	(472.00)	(815.20)
Brio BAX / 400	6/28/99	12	SL	5	1,287.20	257.00	1,157.00	900.00	130.20
Omniscube PC Controller and Cables	6/29/99	12	SL	5	126.71	25.00	113.00	88.00	13.71
9100C	6/30/99	12	SL	5	2,658.02	532.00	2,394.00	1,862.00	264.02
LaserJet 1100xi	6/30/99	12	SL	5	351.01	70.00	315.00	245.00	36.01
LaserJet 8000N	6/30/99	12	SL	5	2,424.01	485.00	2,182.00	1,697.00	242.01
NetServer LC3 6/333	7/1/99	12	SL	5	5,833.47	1,167.00	5,251.00	4,084.00	582.47
Smart-UPS 1400	7/1/99	12	SL	5	582.05	116.00	522.00	406.00	60.05
CPD-210GS	7/6/99	12	SL	5	311.10	62.00	274.00	212.00	37.10
Proliant	7/30/99	12	SL	5	6,567.00	1,313.00	5,799.00	4,486.00	768.00
LaserJet 1100xi	8/11/99	12	SL	5	378.23	76.00	329.00	253.00	49.23
Brio 8533	8/17/99	12	SL	5	784.05	157.00	680.00	523.00	104.05

Policy Link Fixed Assets - 12/31/03

Description	Date in Service	Mon in Serv	Meth	Life	Cost	FY 03 Depreciation	Accu. Deprec 12/31/03	Accu. Deprec 2002	Net Value
Brio 8533	8/17/99	12	SL	5	784.05	157.00	680.00	523.00	104.05
Brio 8533	8/17/99	12	SL	5	784.05	157.00	680.00	523.00	104.05
Brio 8533	8/17/99	12	SL	5	784.06	157.00	680.00	523.00	104.06
2/20/01 Disposed Vaio 505TX./300 purc	8/31/99				(1,623.25)		(487.00)	(487.00)	(1,136.25)
Vaio 505TX/300	8/31/99	2	SL	5	1,623.25	-	541.00	541.00	1,082.25
Vaio 505TX/300	9/1/99	12	SL	5	1,585.00	317.00	1,374.00	1,057.00	211.00
DCR-TRV103 Camcorder	9/13/99	12	SL	5	732.24	146.00	621.00	475.00	111.24
DCR-TRV103 Camcorder	9/13/99	12	SL	5	732.25	146.00	621.00	475.00	111.25
LP425Z	9/16/99	12	SL	5	4,352.53	871.00	3,629.00	2,758.00	723.53
Vaio 505TS/300	9/20/99	12	SL	5	1,551.25	310.00	1,318.00	1,008.00	233.25
SLVM91	9/28/99	12	SL	5	335.00	67.00	279.00	212.00	56.00
SLVM91	9/28/99	12	SL	5	357.23	71.00	296.00	225.00	61.23
Teamstation 5.0	10/7/99	12	SL	5	6,229.65	1,246.00	5,192.00	3,946.00	1,037.65
Teamstation 5.0	10/7/99	12	SL	5	6,679.36	1,336.00	5,567.00	4,231.00	1,112.36
LP425Z	10/8/99	12	SL	5	4,014.15	803.00	3,346.00	2,543.00	668.15
Vaio 505TS/300	10/28/99	12	SL	5	1,674.96	335.00	1,396.00	1,061.00	278.96
Vaio 505TS/300	10/28/99	12	SL	5	1,674.96	335.00	1,396.00	1,061.00	278.96
27" Monitor for Teamstation	11/1/99	12	SL	5	1,397.02	279.00	1,163.00	884.00	234.02
27" Monitor for Teamstation	11/1/99	12	SL	5	1,397.02	279.00	1,163.00	884.00	234.02
Vaio 505TS/300	11/1/99	12	SL	5	1,669.96	334.00	1,392.00	1,058.00	277.96
Vaio 505TS/300	11/1/99	12	SL	5	1,669.96	334.00	1,392.00	1,058.00	277.96
Vaio 505TR/300	11/9/99	12	SL	5	1,509.17	302.00	1,258.00	956.00	251.17
Vaio 505TR/300	11/9/99	12	SL	5	1,509.17	302.00	1,258.00	956.00	251.17
CPD-210GS	11/10/99	12	SL	5	363.74	73.00	304.00	231.00	59.74
CPD-210GS	11/10/99	12	SL	5	367.73	74.00	308.00	234.00	59.73
CPD-210GS	11/10/99	12	SL	5	372.79	75.00	312.00	237.00	60.79
CPD-210GS	11/10/99	12	SL	5	379.20	76.00	317.00	241.00	62.20
CPD-210GS	12/1/99	12	SL	5	373.06	75.00	306.00	231.00	67.06
Misc.	12/31/99	1	SL	5	1.19	-	-	-	1.19
Workstation	12/31/99	12	SL	5	2,014.51	403.00	1,612.00	1,209.00	402.51
Workstation	12/31/99	12	SL	5	2,166.68	433.00	1,732.00	1,299.00	434.68
2 CoStar Pnnters	3/1/00	12	SL	5	518.02	104.00	398.00	294.00	120.02
4 hp brio workstation	3/1/00	12	SL	5	4,375.90	875.00	3,354.00	2,479.00	1,021.90
4 Sony Monitors	3/1/00	12	SL	5	1,367.46	273.00	1,047.00	774.00	320.46
back ups por 650 (NY)	3/1/00	12	SL	5	264.91	53.00	203.00	150.00	61.91
video conf system & upgrade	4/26/00	12	SL	5	2,658.01	532.00	1,950.00	1,418.00	708.01
4 laptops CA	5/23/00	12	SL	5	11,377.96	2,276.00	8,155.00	5,879.00	3,222.96
NecX - RAM upgrades CA	5/23/00	12	SL	5	3,059.10	612.00	2,193.00	1,581.00	866.10
nyo picture phone direct/isdn card	7/19/00	12	SL	5	1,530.66	306.00	1,046.00	740.00	484.66
router isdn cart nyo	7/19/00	12	SL	5	1,059.48	212.00	724.00	512.00	335.48
video conf audio nyo	7/19/00	12	SL	5	2,243.40	449.00	1,534.00	1,085.00	709.40
video conf audio oak	7/19/00	12	SL	5	6,195.60	1,239.00	4,233.00	2,994.00	1,962.60
win 2k upgrades	7/19/00	12	SL	5	2,580.00	516.00	1,763.00	1,247.00	817.00
2 21" monitors	9/21/00	12	SL	5	1,761.01	352.00	1,144.00	792.00	617.01
3 computers	9/21/00	12	SL	5	3,510.57	702.00	2,282.00	1,580.00	1,228.57
hp laserjet printer	10/26/00	12	SL	5	432.61	87.00	275.00	188.00	157.61
memory for laptops	10/26/00	12	SL	5	1,179.31	236.00	747.00	511.00	432.31
Sony Vaio laptop	10/26/00	12	SL	5	2,920.61	584.00	1,849.00	1,265.00	1,071.61
Sony Vaio laptop refurbished	10/26/00	12	SL	5	1,452.84	291.00	921.00	630.00	531.84
Exchange server and CAL licenses	11/16/00	12	SL	5	2,171.55	434.00	1,338.00	904.00	833.55
laptop - CDW	1/18/01	12	SL	5	1,674.56	335.00	977.00	642.00	697.56
laptop - CDW	1/18/01	12	SL	5	1,674.56	335.00	977.00	642.00	697.56

Policy Link Fixed Assets - 12/31/03

Description	Date In Service	Mon	Meth	Life	Cost	FY 03	Accu. Deprec	Accu.	Net Value
		In Serv				Depreciation	12/31/03	Deprec 2002	
laptop - CDW	1/18/01	12	SL	5	1,674.57	335.00	977.00	642.00	697.57
laptop - CDW	1/18/01	11	SL	5	1,674.57	-	614.00	614.00	1,060.57
sale of laptop - CDW	11/8/02				(1,674.57)	-	(614.00)	(614.00)	(1,060.57)
printer - CDW	2/22/01	12	SL	5	2,453.09	491.00	1,391.00	900.00	1,062.09
printer - CDW	2/22/01	12	SL	5	2,467.59	494.00	1,399.00	905.00	1,068.59
Ubid - laptop	3/15/01	12	SL	5	1,693.90	339.00	932.00	593.00	761.90
workstation - CDW	3/15/01	12	SL	5	3,777.76	756.00	2,079.00	1,323.00	1,698.76
server - CDW	5/3/01	12	SL	5	1,118.00	224.00	597.00	373.00	521.00
server - CDW (6 items)	5/3/01	12	SL	5	5,175.46	1,035.00	2,760.00	1,725.00	2,415.46
laptop - CDW	5/10/01	12	SL	5	1,913.07	383.00	1,021.00	638.00	892.07
server - CDW	5/10/01	12	SL	5	4,243.37	849.00	2,264.00	1,415.00	1,979.37
workstation - CDW	5/10/01	12	SL	5	1,080.46	216.00	576.00	360.00	504.46
workstation - CDW	5/10/01	12	SL	5	1,339.73	268.00	715.00	447.00	624.73
workstation - CDW	5/10/01	12	SL	5	1,451.80	290.00	774.00	484.00	677.80
workstation - CDW	5/10/01	12	SL	5	3,372.79	675.00	1,800.00	1,125.00	1,572.79
workstation - CDW	6/29/01	12	SL	5	4,581.37	916.00	2,290.00	1,374.00	2,291.37
backup drive - CDW	10/15/01	12	SL	5	1,157.03	231.00	501.00	270.00	656.03
laptop - Ubid.com	10/15/01	12	SL	5	1,546.84	309.00	670.00	361.00	876.84
monitor - CDW	10/15/01	12	SL	5	723.94	145.00	314.00	169.00	409.94
workstation - Ubid.com	10/15/01	12	SL	5	560.96	112.00	243.00	131.00	317.96
workstation - An - CDW	12/31/01	12	SL	5	1,229.30	246.00	492.00	246.00	737.30
Dell Server	2/14/02	12	SL	3	4,847.44	1,616.00	3,097.00	1,481.00	1,750.44
Workstation/parts/memory	3/18/02	12	SL	3	2,016.22	672.00	1,176.00	504.00	840.22
Laptop	5/2/02	12	SL	3	1,590.23	530.00	883.00	353.00	707.23
Laptop	5/2/02	12	SL	3	2,372.93	791.00	1,318.00	527.00	1,054.93
Laptop (memory included)	5/2/02	12	SL	3	1,659.25	553.00	922.00	369.00	737.25
Laptop	8/23/02	12	SL	3	1,684.33	561.00	748.00	187.00	936.33
CDW - Sony Laptop	11/7/02	12	SL	3	1,803.38	601.00	701.00	100.00	1,102.38
Mail Server - Oak Office	11/7/02	12	SL	3	5,611.63	1,871.00	2,183.00	312.00	3,428.63
Sony Vaio Lapto(Josh K)	12/12/02	12	SL	3	2,469.52	823.00	892.00	69.00	1,577.52
Desktop for Ari	12/20/02	12	SL	3	1,566.04	522.00	522.00	-	1,044.04
3 Desktops	12/20/02	12	SL	3	3,025.37	1,008.00	1,008.00	-	2,017.37
2 Laptops	12/20/02	12	SL	3	3,183.00	1,061.00	1,061.00	-	2,122.00
Circuit City computer & monitor	12/31/02	12	SL	3	2,659.40	886.00	886.00	-	1,773.40
Bookcase	3/24/99	12	SL	7	612.35	87.00	414.00	327.00	198.35
chair	3/24/99	12	SL	7	298.02	43.00	204.00	161.00	94.02
chair	3/24/99	12	SL	7	449.20	64.00	304.00	240.00	145.20
chair	3/24/99	12	SL	7	449.20	64.00	304.00	240.00	145.20
chair	3/24/99	12	SL	7	957.13	137.00	651.00	514.00	306.13
chair	3/24/99	12	SL	7	2,629.94	376.00	1,786.00	1,410.00	843.94
chair	3/24/99	12	SL	7	2,695.20	385.00	1,829.00	1,444.00	866.20
chair	3/24/99	12	SL	7	2,695.20	385.00	1,829.00	1,444.00	866.20
chair	3/24/99	12	SL	7	2,740.88	392.00	1,862.00	1,470.00	878.88
Credenza	3/24/99	12	SL	7	878.82	126.00	598.00	472.00	280.82
Credenza	3/24/99	12	SL	7	889.70	127.00	603.00	476.00	286.70
desk	3/24/99	12	SL	7	143.57	21.00	99.00	78.00	44.57
desk	3/24/99	12	SL	7	593.86	85.00	404.00	319.00	189.86
desk	3/24/99	12	SL	7	825.53	118.00	560.00	442.00	265.53
desk	3/24/99	12	SL	7	1,009.34	144.00	684.00	540.00	325.34
desk	3/24/99	12	SL	7	1,020.22	146.00	693.00	547.00	327.22
desk	3/24/99	12	SL	7	1,748.94	250.00	1,187.00	937.00	561.94
desk	3/24/99	12	SL	7	3,258.60	466.00	2,213.00	1,747.00	1,045.60

Policy Link Fixed Assets - 12/31/03

Description	Date in Service	Mon	Meth	Life	Cost	FY 03	Accu. Deprec	Accu.	Net Value
		in Serv				Depreciation	12/31/03	Deprec 2002	
desk	3/24/99	12	SL	7	4,663.85	666.00	3,164.00	2,498.00	1,499.85
desk	3/24/99	12	SL	7	7,331.86	1,047.00	4,974.00	3,927.00	2,357.86
desk misc	3/24/99	12	SL	7	28.28	4.00	19.00	15.00	9.28
desk misc	3/24/99	12	SL	7	30.45	4.00	19.00	15.00	11.45
file cab	3/24/99	12	SL	7	653.00	93.00	442.00	349.00	211.00
Filenza	3/24/99	12	SL	7	13,574.00	1,939.00	9,210.00	7,271.00	4,364.00
keyboard tray	3/24/99	12	SL	7	196.00	28.00	133.00	105.00	63.00
keyboard tray	3/24/99	12	SL	7	3,524.00	503.00	2,390.00	1,887.00	1,134.00
light	3/24/99	12	SL	7	85.00	12.00	57.00	45.00	28.00
panel system	3/24/99	12	SL	7	872.00	125.00	593.00	468.00	279.00
Kitchen bench	5/18/99	12	SL	7	3,868.00	553.00	2,488.00	1,935.00	1,380.00
chair	6/2/99	12	SL	7	78.74	11.00	51.00	40.00	27.74
chair	6/2/99	12	SL	7	217.61	31.00	142.00	111.00	75.61
chair	6/2/99	12	SL	7	314.96	45.00	206.00	161.00	108.96
chair	6/2/99	12	SL	7	420.91	60.00	275.00	215.00	145.91
chair	6/2/99	12	SL	7	486.76	70.00	321.00	251.00	165.76
chair	6/2/99	12	SL	7	658.56	94.00	431.00	337.00	227.56
chair	6/2/99	12	SL	7	837.80	120.00	550.00	430.00	287.80
chair	6/2/99	12	SL	7	973.52	139.00	637.00	498.00	336.52
chair	6/2/99	12	SL	7	973.52	139.00	637.00	498.00	336.52
chair	6/2/99	12	SL	7	1,352.91	193.00	885.00	692.00	467.91
chair	6/2/99	12	SL	7	1,352.91	193.00	885.00	692.00	467.91
chair	6/2/99	12	SL	7	1,496.08	214.00	981.00	767.00	515.08
chair	6/2/99	12	SL	7	2,340.75	334.00	1,531.00	1,197.00	809.75
chair	6/2/99	12	SL	7	5,383.02	769.00	3,525.00	2,756.00	1,858.02
desk	6/2/99	12	SL	7	(188.98)	(91.98)	(188.98)	(97.00)	0.00
sofa	6/2/99	12	SL	7	1,526.00	218.00	999.00	781.00	527.00
table	6/2/99	12	SL	7	77.00	11.00	50.00	39.00	27.00
table	6/2/99	12	SL	7	175.00	25.00	115.00	90.00	60.00
table	6/2/99	12	SL	7	192.00	27.00	124.00	97.00	68.00
table	6/2/99	12	SL	7	441.00	63.00	289.00	226.00	152.00
table	6/2/99	12	SL	7	558.00	80.00	367.00	287.00	191.00
table	6/2/99	12	SL	7	2,369.00	338.00	1,549.00	1,211.00	820.00
table	6/2/99	12	SL	7	5,111.00	730.00	3,346.00	2,616.00	1,765.00
table	6/2/99	12	SL	7	7,552.00	1,079.00	4,945.00	3,866.00	2,607.00
table	6/2/99	12	SL	7	7,803.00	1,115.00	5,110.00	3,995.00	2,693.00
desk	6/10/99	12	SL	7	41.04	6.00	27.00	21.00	14.04
desk	6/10/99	12	SL	7	164.15	23.00	106.00	83.00	58.15
desk	6/10/99	12	SL	7	628.46	90.00	412.00	322.00	216.46
desk	6/10/99	12	SL	7	640.19	91.00	417.00	326.00	223.19
desk	6/10/99	12	SL	7	889.93	127.00	582.00	455.00	307.93
desk	6/10/99	12	SL	7	889.93	127.00	582.00	455.00	307.93
file cab	6/10/99	12	SL	7	117.00	17.00	78.00	61.00	39.00
file/bkcase	6/10/99	12	SL	7	1,219.00	174.00	798.00	624.00	421.00
filenza	6/10/99	12	SL	7	698.00	100.00	458.00	358.00	240.00
keyboard tray	6/10/99	12	SL	7	422.00	60.00	275.00	215.00	147.00
table	6/10/99	12	SL	7	362.00	52.00	238.00	186.00	124.00
table	6/10/99	12	SL	7	382.00	55.00	252.00	197.00	130.00
Other Misc (Plug)(99)	7/1/99	12	SL	5	3,622.00	724.00	3,258.00	2,534.00	364.00
chair	7/13/99	12	SL	7	465.50	67.00	301.00	234.00	164.50
chair	7/13/99	12	SL	7	1,461.60	209.00	940.00	731.00	521.60
sofa	7/13/99	12	SL	7	2,030.00	290.00	1,305.00	1,015.00	725.00

Policy Link Fixed Assets - 12/31/03

Description	Date in Service	Mon	Meth	Life	Cost	FY 03	Accu. Deprec	Accu.	Net Value
		in Serv				Depreciation	12/31/03	Deprec 2002	
chair	9/22/99	12	SL	7	129.62	19.00	81.00	62.00	48.62
decorations	9/22/99	12	SL	7	7.14	1.00	4.00	3.00	3.14
decorations	9/22/99	12	SL	7	14.28	2.00	9.00	7.00	5.28
decorations	9/22/99	12	SL	7	25.70	4.00	17.00	13.00	8.70
decorations	9/22/99	12	SL	7	28.55	4.00	17.00	13.00	11.55
decorations	9/22/99	12	SL	7	42.83	6.00	26.00	20.00	16.83
decorations	9/22/99	12	SL	7	84.01	12.00	51.00	39.00	33.01
decorations	9/22/99	12	SL	7	85.66	12.00	51.00	39.00	34.66
decorations	9/22/99	12	SL	7	111.36	16.00	68.00	52.00	43.36
decorations	9/22/99	12	SL	7	149.91	21.00	89.00	68.00	60.91
decorations	9/22/99	12	SL	7	318.16	45.00	191.00	146.00	127.16
decorations	9/22/99	12	SL	7	656.76	94.00	399.00	305.00	257.76
decorations	9/22/99	12	SL	7	753.84	108.00	459.00	351.00	294.84
decorations	9/22/99	12	SL	7	836.54	120.00	510.00	390.00	326.54
decorations	9/22/99	12	SL	7	1,142.19	163.00	693.00	530.00	449.19
decorations	9/22/99	12	SL	7	1,593.35	228.00	969.00	741.00	624.35
Lights	9/22/99	12	SL	7	153.00	22.00	93.00	71.00	60.00
Lights	9/22/99	12	SL	7	428.00	61.00	259.00	198.00	169.00
bookcase	10/7/99	12	SL	7	256.11	37.00	157.00	120.00	99.11
bookcase	10/7/99	12	SL	7	1,037.29	148.00	629.00	481.00	408.29
bookcase	10/7/99	12	SL	7	1,775.34	254.00	1,079.00	825.00	696.34
chair	10/7/99	12	SL	7	267.76	38.00	162.00	124.00	105.76
chair	10/7/99	12	SL	7	267.76	38.00	162.00	124.00	105.76
chair	10/7/99	12	SL	7	480.80	69.00	293.00	224.00	187.80
chair	10/7/99	12	SL	7	512.23	73.00	310.00	237.00	202.23
chair	10/7/99	12	SL	7	512.23	73.00	310.00	237.00	202.23
chair	10/7/99	12	SL	7	751.75	107.00	455.00	348.00	296.75
chair	10/7/99	12	SL	7	938.31	134.00	570.00	436.00	368.31
chair	10/7/99	12	SL	7	1,442.39	206.00	876.00	670.00	566.39
chair	10/7/99	12	SL	7	2,540.79	363.00	1,543.00	1,180.00	997.79
chair	10/7/99	12	SL	7	7,668.98	1,096.00	4,658.00	3,562.00	3,010.98
credenza	10/7/99	12	SL	7	1,538.46	220.00	935.00	715.00	603.46
desk	10/7/99	12	SL	7	22.82	3.00	13.00	10.00	9.82
desk	10/7/99	12	SL	7	37.30	5.00	21.00	16.00	16.30
desk	10/7/99	12	SL	7	81.58	12.00	51.00	39.00	30.58
desk	10/7/99	12	SL	7	158.51	23.00	98.00	75.00	60.51
desk	10/7/99	12	SL	7	158.51	23.00	98.00	75.00	60.51
desk	10/7/99	12	SL	7	188.81	27.00	115.00	88.00	73.81
desk	10/7/99	12	SL	7	188.81	27.00	115.00	88.00	73.81
desk	10/7/99	12	SL	7	377.62	54.00	229.00	175.00	148.62
desk	10/7/99	12	SL	7	442.89	63.00	268.00	205.00	174.89
desk	10/7/99	12	SL	7	498.83	71.00	302.00	231.00	196.83
desk	10/7/99	12	SL	7	624.71	89.00	378.00	289.00	246.71
desk	10/7/99	12	SL	7	635.63	91.00	387.00	296.00	248.63
desk	10/7/99	12	SL	7	635.63	91.00	387.00	296.00	248.63
desk	10/7/99	12	SL	7	907.92	130.00	552.00	422.00	355.92
desk	10/7/99	12	SL	7	926.57	132.00	561.00	429.00	365.57
desk misc	10/7/99	12	SL	7	27.97	4.00	17.00	13.00	10.97
desk misc	10/7/99	12	SL	7	37.30	5.00	21.00	16.00	16.30
desk misc	10/7/99	12	SL	7	39.63	6.00	25.00	19.00	14.63
desk-misc	10/7/99	12	SL	7	51.28	7.00	30.00	23.00	21.28
file cab	10/7/99	12	SL	7	117.00	17.00	72.00	55.00	45.00

Policy Link Fixed Assets - 12/31/03

Description	Date in Service	Mon in Serv	Meth	Life	Cost	FY 03 Depreciation	Accu. Deprec 12/31/03	Accu. Deprec 2002	Net Value
file cab	10/7/99	12	SL	7	340.00	49.00	208.00	159.00	132.00
file cab	10/7/99	12	SL	7	781.00	112.00	476.00	364.00	305.00
file cab	10/7/99	12	SL	7	1,217.00	174.00	739.00	565.00	478.00
file cab	10/7/99	12	SL	7	2,494.00	356.00	1,513.00	1,157.00	981.00
filenza	10/7/99	12	SL	7	2,424.00	346.00	1,471.00	1,125.00	953.00
keyboard tray	10/7/99	12	SL	7	75.00	11.00	47.00	36.00	28.00
light	10/7/99	12	SL	7	105.00	15.00	64.00	49.00	41.00
light	10/7/99	12	SL	7	114.00	16.00	68.00	52.00	46.00
misc	10/7/99	12	SL	7	28.00	4.00	17.00	13.00	11.00
misc	10/7/99	12	SL	7	146.00	21.00	89.00	68.00	57.00
panel	10/7/99	12	SL	7	35.00	5.00	21.00	16.00	14.00
panel	10/7/99	12	SL	7	57.00	8.00	34.00	26.00	23.00
panel	10/7/99	12	SL	7	62.00	9.00	38.00	29.00	24.00
panel	10/7/99	12	SL	7	100.00	14.00	60.00	46.00	40.00
panel	10/7/99	12	SL	7	141.00	20.00	85.00	65.00	56.00
panel	10/7/99	12	SL	7	146.00	21.00	89.00	68.00	57.00
panel	10/7/99	12	SL	7	296.00	42.00	179.00	137.00	117.00
panel	10/7/99	12	SL	7	315.00	45.00	191.00	146.00	124.00
panel	10/7/99	12	SL	7	319.00	46.00	195.00	149.00	124.00
panel	10/7/99	12	SL	7	399.00	57.00	242.00	185.00	157.00
panel	10/7/99	12	SL	7	472.00	67.00	285.00	218.00	187.00
panel	10/7/99	12	SL	7	548.00	78.00	332.00	254.00	216.00
panel	10/7/99	12	SL	7	615.00	88.00	374.00	286.00	241.00
panel	10/7/99	12	SL	7	724.00	103.00	438.00	335.00	286.00
panel	10/7/99	12	SL	7	860.00	123.00	523.00	400.00	337.00
panel	10/7/99	12	SL	7	921.00	132.00	561.00	429.00	360.00
panel	10/7/99	12	SL	7	932.00	133.00	565.00	432.00	367.00
panel	10/7/99	12	SL	7	1,465.00	209.00	888.00	679.00	577.00
panel	10/7/99	12	SL	7	1,545.00	221.00	939.00	718.00	606.00
reception desk	10/7/99	12	SL	7	7,890.00	1,127.00	4,790.00	3,663.00	3,100.00
sofa	10/7/99	12	SL	7	2,914.00	416.00	1,768.00	1,352.00	1,146.00
table	10/7/99	12	SL	7	146.00	21.00	89.00	68.00	57.00
table	10/7/99	12	SL	7	291.00	42.00	178.00	136.00	113.00
table	10/7/99	12	SL	7	380.00	54.00	230.00	176.00	150.00
table	10/7/99	12	SL	7	548.00	78.00	332.00	254.00	216.00
table	10/7/99	12	SL	7	769.00	110.00	467.00	357.00	302.00
table	10/7/99	12	SL	7	956.00	137.00	582.00	445.00	374.00
table	10/7/99	12	SL	7	4,476.00	639.00	2,716.00	2,077.00	1,760.00
Cabinets	11/22/99	12	SL	7	4,241.00	606.00	2,474.00	1,868.00	1,767.00
decorations	11/22/99	12	SL	7	378.88	54.00	221.00	167.00	157.88
file cab	11/22/99	12	SL	7	533.00	76.00	310.00	234.00	223.00
file cab	11/22/99	12	SL	7	872.00	125.00	510.00	385.00	362.00
file cab	11/22/99	12	SL	7	1,307.00	187.00	764.00	577.00	543.00
file cab	11/22/99	12	SL	7	2,044.00	292.00	1,192.00	900.00	852.00
file cab	11/22/99	12	SL	7	2,721.00	389.00	1,588.00	1,199.00	1,133.00
file cab	11/22/99	12	SL	7	2,907.00	415.00	1,695.00	1,280.00	1,212.00
chair	11/30/99	12	SL	7	529.12	76.00	310.00	234.00	219.12
chair	11/30/99	12	SL	7	2,859.60	409.00	1,670.00	1,261.00	1,189.60
chair	11/30/99	12	SL	7	3,392.37	485.00	1,980.00	1,495.00	1,412.37
credenza	11/30/99	12	SL	7	986.08	141.00	576.00	435.00	410.08
desk	11/30/99	12	SL	7	67.34	10.00	41.00	31.00	26.34
desk	11/30/99	12	SL	7	84.18	12.00	49.00	37.00	35.18

Policy Link Fixed Assets - 12/31/03

Description	Date in Service	Mon	Meth	Life	Cost	FY 03	Accu. Deprec	Accu.	Net Value
		in Serv				Depreciation	12/31/03	Deprec 2002	
desk	11/30/99	12	SL	7	84.18	12.00	49.00	37.00	35.18
desk	11/30/99	12	SL	7	456.97	65.00	265.00	200.00	191.97
desk	11/30/99	12	SL	7	524.31	75.00	306.00	231.00	218.31
desk	11/30/99	12	SL	7	644.56	92.00	376.00	284.00	268.56
desk	11/30/99	12	SL	7	644.56	92.00	376.00	284.00	268.56
desk	11/30/99	12	SL	7	657.79	94.00	384.00	290.00	273.79
desk	11/30/99	12	SL	7	936.78	134.00	547.00	413.00	389.78
desk	11/30/99	12	SL	7	956.02	137.00	559.00	422.00	397.02
desk	11/30/99	12	SL	7	956.02	137.00	559.00	422.00	397.02
desk	11/30/99	12	SL	7	1,149.63	164.00	670.00	506.00	479.63
desk	11/30/99	12	SL	7	1,154.44	165.00	674.00	509.00	480.44
desk misc	11/30/99	12	SL	7	14.43	2.00	8.00	6.00	6.43
desk misc	11/30/99	12	SL	7	28.86	4.00	16.00	12.00	12.86
desk misc	11/30/99	12	SL	7	50.51	7.00	29.00	22.00	21.51
desk misc	11/30/99	12	SL	7	72.15	10.00	41.00	31.00	31.15
desk misc	11/30/99	12	SL	7	177.98	25.00	102.00	77.00	75.98
file cab	11/30/99	12	SL	7	120.00	17.00	69.00	52.00	51.00
file/bkcase	11/30/99	12	SL	7	2,501.00	357.00	1,458.00	1,101.00	1,043.00
Filenza	11/30/99	12	SL	7	1,299.00	186.00	759.00	573.00	540.00
keyboard tray	11/30/99	12	SL	7	649.00	93.00	380.00	287.00	269.00
keyboard tray	11/30/99	12	SL	7	974.00	139.00	568.00	429.00	406.00
light	11/30/99	12	SL	7	118.00	17.00	69.00	52.00	49.00
light	11/30/99	12	SL	7	147.00	21.00	86.00	65.00	61.00
light	11/30/99	12	SL	7	198.00	28.00	114.00	86.00	84.00
misc	11/30/99	12	SL	7	8.00	1.00	4.00	3.00	4.00
panel	11/30/99	12	SL	7	93.00	13.00	53.00	40.00	40.00
panel system	11/30/99	12	SL	7	29.00	4.00	16.00	12.00	13.00
panel system	11/30/99	12	SL	7	29.00	4.00	16.00	12.00	13.00
panel system	11/30/99	12	SL	7	42.00	6.00	25.00	19.00	17.00
panel system	11/30/99	12	SL	7	64.00	9.00	37.00	28.00	27.00
panel system	11/30/99	12	SL	7	101.00	14.00	57.00	43.00	44.00
panel system	11/30/99	12	SL	7	112.00	16.00	65.00	49.00	47.00
panel system	11/30/99	12	SL	7	156.00	22.00	90.00	68.00	66.00
panel system	11/30/99	12	SL	7	337.00	48.00	196.00	148.00	141.00
panel system	11/30/99	12	SL	7	399.00	57.00	233.00	176.00	166.00
panel system	11/30/99	12	SL	7	409.00	58.00	237.00	179.00	172.00
panel system	11/30/99	12	SL	7	449.00	64.00	261.00	197.00	188.00
panel system	11/30/99	12	SL	7	507.00	72.00	294.00	222.00	213.00
panel system	11/30/99	12	SL	7	515.00	74.00	302.00	228.00	213.00
panel system	11/30/99	12	SL	7	515.00	74.00	302.00	228.00	213.00
panel system	11/30/99	12	SL	7	589.00	84.00	343.00	259.00	246.00
panel system	11/30/99	12	SL	7	988.00	141.00	576.00	435.00	412.00
panel system	11/30/99	12	SL	7	1,109.00	158.00	645.00	487.00	464.00
reception desk	11/30/99	12	SL	7	992.00	142.00	580.00	438.00	412.00
table	11/30/99	12	SL	7	570.00	81.00	331.00	250.00	239.00
table	11/30/99	12	SL	7	779.00	111.00	453.00	342.00	326.00
chair	12/8/99	12	SL	7	2,610.00	373.00	1,523.00	1,150.00	1,087.00
Misc	12/31/99	12	SL	7	(49.65)		-	-	
Oakland furniture	2/14/00	12	SL	7	6,996.22	999.00	3,913.00	2,914.00	3,083.22
Lotus Eaters by P.Foley 1996	2/23/00	12	SL	7	6,343.55	906.00	3,473.00	2,567.00	2,870.55
Oakland furniture	2/23/00	12	SL	7	4,410.00	630.00	2,415.00	1,785.00	1,995.00
Oakland furniture	2/23/00	12	SL	7	8,998.83	1,286.00	4,929.00	3,643.00	4,069.83

Policy Link Fixed Assets - 12/31/03

Description	Date in Service	Mon	Meth	Life	Cost	FY 03	Accu. Deprec	Accu.	Net Value
		In Serv				Depreciation	12/31/03	Deprec 2002	
2 guest chairs@352.90ea & Conferenc	3/2/00	12	SL	7	1,980.93	283.00	1,085.00	802.00	895.93
Oakland furniture deposit	3/23/00	12	SL	7	7,569.00	1,081.00	4,054.00	2,973.00	3,515.00
furniture	4/13/00	12	SL	7	5,193.69	742.00	2,782.00	2,040.00	2,411.69
Oakland furniture minus deposit	4/26/00	12	SL	7	2,356.54	337.00	1,235.00	898.00	1,121.54
art - SF Moma - by S. Briscoe	1/18/01	12	SL	7	1,257.62	180.00	525.00	345.00	732.62
sofa - ikea	1/18/01	12	SL	7	745.92	107.00	312.00	205.00	433.92
chairs (2) - Aeron adjustable	2/14/01	12	SL	7	1,320.82	189.00	551.00	362.00	769.82
chairs (5) - Stylex	2/14/01	12	SL	7	3,662.25	523.00	1,526.00	1,003.00	2,136.25
bookcase - 14x60x29	3/8/01	12	SL	7	760.65	109.00	309.00	200.00	451.65
desk - single-ped 36x72	3/29/01	12	SL	7	1,010.84	144.00	396.00	252.00	614.84
desk return - exec hight return	3/29/01	12	SL	7	690.96	99.00	272.00	173.00	418.96
file - 2-dr lateral file w/book	3/29/01	12	SL	7	1,216.41	174.00	478.00	304.00	738.41
filenza - 22x44x29 - Maya	3/29/01	12	SL	7	1,834.43	262.00	721.00	459.00	1,113.43
desk - kass's desk	7/5/01	12	SL	7	790.20	113.00	282.00	169.00	508.20
file - 4 high lateral file - Judith	8/9/01	12	SL	7	2,294.12	328.00	793.00	465.00	1,501.12
shelving - paper sorter	8/9/01	12	SL	7	1,798.92	257.00	621.00	364.00	1,177.92
art - Charla's art - "Contact"	8/13/01	12	SL	7	3,250.00	464.00	1,121.00	657.00	2,129.00
chair - Aeron work chair	10/11/01	12	SL	7	712.32	102.00	229.00	127.00	483.32
Telephone System	10/13/98	12	SL	5	15,000.00	2,250.00	15,000.00	12,750.00	-
Telephone Accessory	11/19/98	12	SL	5	2,423.04	443.04	2,423.04	1,980.00	-
Key Lamp Module	3/31/99	12	SL	5	427.86	86.00	401.00	315.00	26.86
M7310 Speakerphone	3/31/99	12	SL	5	8,572.01	1,714.00	7,999.09	6,285.09	572.92
M7324 Speakerphone	3/31/99	12	SL	5	441.66	88.00	411.00	323.00	30.66
Norstar Modular ICS	3/31/99	12	SL	5	5,683.00	1,137.00	5,306.00	4,169.00	377.00
Station Aux Power Supply	3/31/99	12	SL	5	78.21	16.00	74.00	58.00	4.21
M7410 Cordless Phone	5/31/99	12	SL	5	1,058.15	212.00	971.00	759.00	87.15
Norstar Audioconference Phone	5/31/99	12	SL	5	1,394.41	279.00	1,279.00	1,000.00	115.41
EX300 Audioconference phone	6/30/99	12	SL	5	1,449.66	290.00	1,305.00	1,015.00	144.66
EX300 Audioconference phone	6/30/99	12	SL	5	1,449.66	290.00	1,305.00	1,015.00	144.66
M7310 Speakerphone	7/30/99	12	SL	5	2,414.00	483.00	2,133.00	1,650.00	281.00
Norstar Modular ICS	7/30/99	12	SL	5	5,746.75	1,149.00	5,075.00	3,926.00	671.75
Key Lamp Module	11/29/99	12	SL	5	358.38	72.00	294.00	222.00	64.38
M7100 Single Line Phone	11/29/99	12	SL	5	198.30	40.00	163.00	123.00	35.30
M7310 Speakerphone	11/29/99	12	SL	5	506.80	101.00	412.00	311.00	94.80
M7324 Speakerphone	11/29/99	12	SL	5	353.10	71.00	290.00	219.00	63.10
M7410 Cordless Phone	11/29/99	12	SL	5	754.05	151.00	617.00	466.00	137.05
Station Auxillary Power Supply	11/29/99	12	SL	5	62.81	13.00	53.00	40.00	9.81
Misc	12/31/99	12	SL	7	56.85	-	-	-	-
To allow for more phone lines	4/1/00	12	SL	7	1,403.31	200.00	784.00	584.00	619.31
conference call equipment	5/3/01	12	SL	5	6,160.14	1,232.00	3,285.00	2,053.00	2,875.14
NY office - cabling/wiring/programming	9/27/01	12	SL	5	1,125.00	225.00	506.00	281.00	619.00
Refrigerator	11/18/98	12	SL	5	576.24	106.24	576.24	470.00	-
Security System	12/10/98	12	SL	5	1,361.00	250.00	1,361.00	1,111.00	-
Misc	12/31/99	12	SL	7	0.40	-	-	-	-
Heat/Cool Unit NYO	4/13/00	12	SL	7	854.09	122.00	478.00	356.00	376.09
Eq truck for video eq Oak	6/1/00	12	SL	7	512.49	73.00	280.00	207.00	232.49
2 cameras (Nikon & Canon)	12/21/00	12	SL	7	789.80	113.00	433.00	320.00	356.80
Heat/Cool Unit	1/26/01	12	SL	7	1,055.00	151.00	440.00	289.00	615.00
Toshiba Copier	8/31/02	12	SL	7	20,903.00	2,986.00	3,981.00	995.00	16,922.00
Canon Copiers	10/15/02	12	SL	7	51,295.34	7,328.00	8,549.00	1,221.00	42,746.34

Policy Link Fixed Assets - 12/31/03

Description	Date in Service	Mon			Cost	FY 03 Depreciation	Accu. Deprec 12/31/03	Accu. Deprec 2002	Net Value
		In Serv	Meth	Life					
MIP Budget Module	2/17/03	10	SL	3	1,925.14	535.00	535.00	-	1,390.14
Ari's AmEx Mar 03 CDW-NAS Server (N	3/19/03	9	SL	3	1,977.70	494.00	494.00	-	1,483.70
Ari's AmEx Mar 03 CDW-Backup library	3/19/03	9	SL	3	2,586.69	647.00	647.00	-	1,939.69
Dell Laptop for Anton	6/5/03	7	SL	3	2,019.40	393.00	393.00	-	1,626.40
Test/Development server	7/29/03	5	SL	3	1,717.54	239.00	239.00	-	1,478.54
Telephone system upgrade	10/28/03	2	SL	3	2,563.93	142.00	142.00	-	2,421.93
Dell-6 laptops	11/30/03	1	SL	3	10,392.11	289.00	289.00	-	10,103.11
Dell 3200 MP Projector	12/7/03	1	SL	3	1,913.86	53.00	53.00	-	1,860.86
ESRI ArcView Software	12/7/03	1	SL	3	1,641.06	46.00	46.00	-	1,595.06
SPSS Software for GIS	12/7/03	1	SL	3	2,428.98	67.00	67.00	-	2,361.98
HP Design Jet printer-GIS wrk-Health D	12/7/03	1	SL	3	1,296.33	36.00	36.00	-	1,260.33
Sony VAIO RS420 Workstation	12/31/03	0	SL	3	2,272.17	-	-	-	2,272.17
CDW-HP Laserjet 4300	12/31/03	0	SL	3	2,480.81	-	-	-	2,480.81
Dell Workstations	12/31/03	0	SL	3	5,022.85	-	-	-	5,022.85
CDW tape library	12/31/03	0	SL	3	2,191.94	-	-	-	2,191.94
TOTAL 1601 Equipment					887,569.37	144,792.17	583,819.18	439,027.01	303,742.59

Policy Link Fixed Assets - 12/31/03

Description	Date in Service	Mon			Cost	FY 03 Depreciation	Accu. Deprec 12/31/03	Accu. Deprec 2002	Net Value
		In Serv	Meth	Life					
1621 - Leasehold Improvements									
Leasehold Improvements	7/27/98	12	SL	5	125,000.00	16,750.00	125,000.00	108,250.00	-
Leasehold Improvements	9/23/98	12	SL	4.92	18,000.00	2,450.29	18,000.00	15,549.71	-
Leasehold Improvements	12/10/98	12	SL	4.75	21,570.00	3,042.61	21,570.00	18,527.39	-
cabling & labor	4/8/99	12	SL	4.42	2,500.00	378.18	2,500.00	2,121.82	-
cabling & labor	4/13/99	12	SL	4.42	1,268.07	192.01	1,268.07	1,076.06	-
retainer fee/deposit ny office	5/26/99	12	SL	5	1,500.00	300.00	1,401.00	1,101.00	99.00
design services ny office	7/12/99	12	SL	4.83	5,340.00	1,106.00	4,976.39	3,870.39	363.61
expense reimb ny office	7/12/99	12	SL	4.83	83.28	17.00	76.86	59.86	6.42
design services ny office	8/18/99	12	SL	4.67	7,107.50	1,522.00	6,605.41	5,083.41	502.09
expense reimb ny office	8/18/99	12	SL	4.67	1,024.84	219.00	951.07	732.07	73.77
laminated glass charge for Oakland win	9/9/99	12	SL	4	7,568.84	1,268.20	7,568.84	6,300.64	-
NY office construction 10% deposit	9/15/99	12	SL	4.58	22,800.00	4,978.00	21,156.71	16,178.71	1,643.29
add 2 offices on 2nd fl, expand 2 fl conf	10/7/99	12	SL	3.92	13,950.00	2,383.66	13,950.00	11,566.34	-
expenses - ny office design	10/7/99	12	SL	4.58	6,080.59	1,328.00	5,643.55	4,315.55	437.04
Services - ny office	10/7/99	12	SL	4.58	2,880.00	629.00	2,673.03	2,044.03	206.97
fire alarm system installation	10/13/99	12	SL	3.92	2,722.50	464.36	2,722.50	2,258.14	-
cabling & labor	10/20/99	12	SL	3.83	1,079.00	188.20	1,079.00	890.80	-
cabling & labor	10/20/99	12	SL	3.83	4,232.58	740.65	4,232.58	3,491.93	-
Services - ny office	10/20/99	12	SL	4.5	4,702.24	1,045.00	4,357.58	3,312.58	344.66
construction - ny office	10/28/99	12	SL	4.5	58,934.43	13,097.00	54,613.95	41,516.95	4,320.48
construction - ny office	11/2/99	12	SL	4.5	16,484.10	3,663.00	15,274.87	11,611.87	1,209.23
construction - ny office (thru 11/29)	11/29/99	12	SL	4.42	90,079.11	20,380.00	83,354.08	62,974.08	6,725.03
Oakland electrical work	11/29/99	12	SL	3.75	796.00	142.75	796.00	653.25	-
construction - ny office	11/30/99	12	SL	4.42	30,890.61	6,989.00	28,584.82	21,595.82	2,305.79
expenses - ny office design	12/8/99	12	SL	4.42	2,837.46	642.00	2,625.74	1,983.74	211.72
Services - ny office	12/8/99	12	SL	4.42	2,820.00	638.00	2,609.43	1,971.43	210.57
Misc	12/31/99	12	SL	7	(9.00)		(0.02)	(0.02)	
nyo office design/furn	2/14/00	12	SL	4.25	2,564.44	603.00	2,364.13	1,761.13	200.31
2000 Leasehold Improvement-NYO	7/1/00	12	SL	3.83	86,325.39	22,539.00	78,886.63	56,347.63	7,438.76
Consolidated Lock - elec door	3/15/01	12	SL	2.5	3,225.00	967.00	3,225.00	2,258.00	-
Reimb for Alteration fo #1913- 1350 Bro	9/30/03	3	SL	3.5	(13,800.00)	(986.00)	(986.00)	-	(12,814.00)
Reimb for Alteration of #1914-1350 Bro	9/30/03	3	SL	3.5	(18,687.50)	(1,335.00)	(1,335.00)	-	(17,352.50)
NY Office Renovation-Alliance Carpetin	9/30/03	3	SL	3.5	2,704.65	193.00	193.00	-	2,511.65
NY Office Renovation-Dalcro Painting	9/30/03	3	SL	3.5	3,990.00	285.00	285.00	-	3,705.00
NY Office Renovation-George Hillenbra	9/30/03	3	SL	3.5	8,958.75	640.00	640.00	-	8,318.75
NY Office Renovation-Dalma Drywall	9/30/03	3	SL	3.5	21,720.00	1,551.00	1,551.00	-	20,169.00
NY Office Renovation-Danton Plumbing	9/30/03	3	SL	3.5	1,102.00	79.00	79.00	-	1,023.00
NY Office Renovation-Hesso (electrical,	9/30/03	3	SL	3.5	9,120.00	651.00	651.00	-	8,469.00
NY Office Renovation-Rigal Air Conditio	9/30/03	3	SL	3.5	5,842.50	417.00	417.00	-	5,425.50
NY Office Renovation-Alliance Carpetin	9/30/03	3	SL	3.5	267.35	19.00	19.00	-	248.35
NY Office Renovation-Dalcro Painting	9/30/03	3	SL	3.5	460.00	33.00	33.00	-	427.00
NY Office Renovation-Danton Plumbing	9/30/03	3	SL	3.5	58.00	4.00	4.00	-	54.00
NY Office Renovation-Hesso (electrical,	9/30/03	3	SL	3.5	480.00	34.00	34.00	-	446.00
NY Office Renovation-George Hillenbra	9/30/03	3	SL	3.5	1,275.00	91.00	91.00	-	1,184.00
NY Office Renovation-Rigal Air Conditio	9/30/03	3	SL	3.5	307.50	22.00	22.00	-	285.50
TOTAL 1621 Leasehold Improveme					568,155.23	110,360.91	519,765.22	409,404.31	48,398.99
Total Fixed Assets					1,455,724.60	255,153.08	1,103,584.40	848,431.32	352,141.58

10/22/04 10.46 AM