Form **990-PF**
Department of the Treasury
Internal Revenue Service

Return of Private Foundation
or Section 4947(a)(1) Trust Treated as Private Foundation

▶ Do not enter social security numbers on this form as it may be made public.
▶ Go to *www.irs.gov/Form990PF* for instructions and the latest information.

OMB No. 1545-0052
2020
Open to Public Inspection

For calendar year 2020, or tax year beginning 01-01-2020 , and ending 12-31-2020

Name of foundation
THE ARMSTRONG FOUNDATION

A Employer identification number
75-6003209

Number and street (or P.O. box number if mail is not delivered to street address)
P O BOX 470338
Room/suite

B Telephone number (see instructions)
(817) 737-7117

City or town, state or province, country, and ZIP or foreign postal code
FORT WORTH, TX 76147

C If exemption application is pending, check here ▶ ☐

G Check all that apply: ☐ Initial return ☐ Initial return of a former public charity ☐ Final return ☐ Amended return ☐ Address change ☐ Name change

D 1. Foreign organizations, check here............ ▶ ☐
2. Foreign organizations meeting the 85% test, check here and attach computation ... ▶ ☐

H Check type of organization: ☑ Section 501(c)(3) exempt private foundation ☐ Section 4947(a)(1) nonexempt charitable trust ☐ Other taxable private foundation

E If private foundation status was terminated under section 507(b)(1)(A), check here .... ▶ ☐

I Fair market value of all assets at end of year (from Part II, col. (c), *line 16*) ▶$ 27,445,746

J Accounting method: ☐ Cash ☑ Accrual ☐ Other (specify)
(Part I, column (d) must be on cash basis.)

F If the foundation is in a 60-month termination under section 507(b)(1)(B), check here .... ▶ ☐

Part I **Analysis of Revenue and Expenses** *(The total of amounts in columns (b), (c), and (d) may not necessarily equal the amounts in column (a) (see instructions).)*

	Line	Description	(a) Revenue and expenses per books	(b) Net investment income	(c) Adjusted net income	(d) Disbursements for charitable purposes (cash basis only)
Revenue	1	Contributions, gifts, grants, etc., received (attach schedule)				
	2	Check ▶ ☑ if the foundation is **not** required to attach Sch. B				
	3	Interest on savings and temporary cash investments	110,290	109,371		
	4	Dividends and interest from securities . . .	366,187	364,063		
	5a	Gross rents				
	b	Net rental income or (loss)				
	6a	Net gain or (loss) from sale of assets not on line 10	146,865			
	b	Gross sales price for all assets on line 6a 10,374,988				
	7	Capital gain net income (from Part IV, line 2) . . .		36,963		
	8	Net short-term capital gain				
	9	Income modifications				
	10a	Gross sales less returns and allowances				
	b	Less: Cost of goods sold				
	c	Gross profit or (loss) (attach schedule)				
	11	Other income (attach schedule)	317,525	317,314		
	12	**Total.** Add lines 1 through 11	940,867	827,711		
Operating and Administrative Expenses	13	Compensation of officers, directors, trustees, etc.	190,825	95,414		95,411
	14	Other employee salaries and wages				
	15	Pension plans, employee benefits	44,743	22,372		22,371
	16a	Legal fees (attach schedule)				
	b	Accounting fees (attach schedule)	6,975	6,975		
	c	Other professional fees (attach schedule)				
	17	Interest				
	18	Taxes (attach schedule) (see instructions) . . .	9,073	9,073		
	19	Depreciation (attach schedule) and depletion . . .	1,043	1,043		
	20	Occupancy				
	21	Travel, conferences, and meetings				
	22	Printing and publications				
	23	Other expenses (attach schedule)	219,381	210,776		8,605
	24	**Total operating and administrative expenses.** Add lines 13 through 23	472,040	345,653		126,387
	25	Contributions, gifts, grants paid	1,084,780			1,084,780
	26	**Total expenses and disbursements.** Add lines 24 and 25	1,556,820	345,653		1,211,167
	27	Subtract line 26 from line 12:				
	a	**Excess of revenue over expenses and disbursements**	-615,953			
	b	**Net investment income** (if negative, enter -0-)		482,058		
	c	**Adjusted net income** (if negative, enter -0-) . . .				

Part II **Balance Sheets** Attached schedules and amounts in the description column should be for end-of-year amounts only. (See instructions.)

		Beginning of year (a) Book Value	End of year (b) Book Value	End of year (c) Fair Market Value
Assets 1	Cash—non-interest-bearing			
2	Savings and temporary cash investments	435,750	495,719	495,718
3	Accounts receivable ▶ 30,360			
	Less: allowance for doubtful accounts ▶	40,733	30,360	30,360
4	Pledges receivable ▶			
	Less: allowance for doubtful accounts ▶			
5	Grants receivable			
6	Receivables due from officers, directors, trustees, and other disqualified persons (attach schedule) (see instructions)			
7	Other notes and loans receivable (attach schedule) ▶			
	Less: allowance for doubtful accounts ▶			
8	Inventories for sale or use			
9	Prepaid expenses and deferred charges	16,738	5,902	5,902
10a	Investments—U.S. and state government obligations (attach schedule)			
b	Investments—corporate stock (attach schedule)			
c	Investments—corporate bonds (attach schedule)	1,802,098	1,061,330	1,082,939
11	Investments—land, buildings, and equipment: basis ▶			
	Less: accumulated depreciation (attach schedule) ▶			
12	Investments—mortgage loans			
13	Investments—other (attach schedule)	21,016,347	21,081,730	25,121,992
14	Land, buildings, and equipment: basis ▶ 78,687			
	Less: accumulated depreciation (attach schedule) ▶ 71,577	7,184	7,110	
15	Other assets (describe ▶)	334,232	334,232	708,835
16	**Total assets** (to be completed by all filers—see the instructions. Also, see page 1, item I)	23,653,082	23,016,383	27,445,746
Liabilities 17	Accounts payable and accrued expenses		473	
18	Grants payable			
19	Deferred revenue			
20	Loans from officers, directors, trustees, and other disqualified persons			
21	Mortgages and other notes payable (attach schedule)			
22	Other liabilities (describe ▶)			
23	**Total liabilities** (add lines 17 through 22)		473	
Net Assets or Fund Balances	**Foundations that follow FASB ASC 958, check here ▶ ☐ and complete lines 24, 25, 29 and 30.**			
24	Net assets without donor restrictions			
25	Net assets with donor restrictions			
	Foundations that do not follow FASB ASC 958, check here ▶ ☑ and complete lines 26 through 30.			
26	Capital stock, trust principal, or current funds			
27	Paid-in or capital surplus, or land, bldg., and equipment fund			
28	Retained earnings, accumulated income, endowment, or other funds	23,653,082	23,015,910	
29	**Total net assets or fund balances** (see instructions)	23,653,082	23,015,910	
30	**Total liabilities and net assets/fund balances** (see instructions)	23,653,082	23,016,383	

Part III **Analysis of Changes in Net Assets or Fund Balances**

1	Total net assets or fund balances at beginning of year—Part II, column (a), line 29 (must agree with end-of-year figure reported on prior year's return)	1	23,653,082
2	Enter amount from Part I, line 27a	2	-615,953
3	Other increases not included in line 2 (itemize) ▶	3	
4	Add lines 1, 2, and 3	4	23,037,129
5	Decreases not included in line 2 (itemize) ▶	5	21,219
6	Total net assets or fund balances at end of year (line 4 minus line 5)—Part II, column (b), line 29.	6	23,015,910

Part IV Capital Gains and Losses for Tax on Investment Income

	(a) List and describe the kind(s) of property sold (e.g., real estate, 2-story brick warehouse; or common stock, 200 shs. MLC Co.)	(b) How acquired P—Purchase D—Donation	(c) Date acquired (mo., day, yr.)	(d) Date sold (mo., day, yr.)
1a				
b				
c				
d				
e				

	(e) Gross sales price	(f) Depreciation allowed (or allowable)	(g) Cost or other basis plus expense of sale	(h) Gain or (loss) (e) plus (f) minus (g)
a				
b				
c				
d				
e				

	Complete only for assets showing gain in column (h) and owned by the foundation on 12/31/69			(l) Gains (Col. (h) gain minus col. (k), but not less than -0-) **or** Losses (from col.(h))
	(i) F.M.V. as of 12/31/69	(j) Adjusted basis as of 12/31/69	(k) Excess of col. (i) over col. (j), if any	
a				
b				
c				
d				
e				

2	Capital gain net income or (net capital loss) { If gain, also enter in Part I, line 7 / If (loss), enter -0- in Part I, line 7 }	2	36,963
3	Net short-term capital gain or (loss) as defined in sections 1222(5) and (6): If gain, also enter in Part I, line 8, column (c) (see instructions). If (loss), enter -0- in Part I, line 8	3	

Part V Qualification Under Section 4940(e) for Reduced Tax on Net Investment Income

SECTION 4940(e) REPEALED ON DECEMBER 20, 2019 - DO NOT COMPLETE

1 Reserved

(a) Reserved	(b) Reserved	(c) Reserved	(d) Reserved

2 Reserved	2	
3 Reserved.	3	
4 Reserved	4	
5 Reserved	5	
6 Reserved	6	
7 Reserved	7	
8 Reserved , ...	8	

Part VI **Excise Tax Based on Investment Income (Section 4940(a), 4940(b), 4940(e), or 4948—see instructions)**

1a	Exempt operating foundations described in section 4940(d)(2), check here ▶☐ and enter "N/A" on line 1. Date of ruling or determination letter: ________ **(attach copy of letter if necessary–see instructions)**		
b	Reserved	1	6,701
c	All other domestic foundations enter 1.39% of line 27b. Exempt foreign organizations enter 4% of Part I, line 12, col. (b)		
2	Tax under section 511 (domestic section 4947(a)(1) trusts and taxable foundations only. Others enter -0-)	2	
3	Add lines 1 and 2	3	6,701
4	Subtitle A (income) tax (domestic section 4947(a)(1) trusts and taxable foundations only. Others enter -0-)	4	
5	**Tax based on investment income.** Subtract line 4 from line 3. If zero or less, enter -0-	5	6,701
6	Credits/Payments:		
a	2020 estimated tax payments and 2019 overpayment credited to 2020	6a	12,603
b	Exempt foreign organizations—tax withheld at source	6b	
c	Tax paid with application for extension of time to file (Form 8868)	6c	
d	Backup withholding erroneously withheld	6d	
7	Total credits and payments. Add lines 6a through 6d	7	12,603
8	Enter any **penalty** for underpayment of estimated tax. Check here ☐ if Form 2220 is attached.	8	
9	**Tax due.** If the total of lines 5 and 8 is more than line 7, enter **amount owed** ▶	9	
10	**Overpayment.** If line 7 is more than the total of lines 5 and 8, enter the **amount overpaid** ▶	10	5,902
11	Enter the amount of line 10 to be: **Credited to 2021 estimated tax** ▶ 5,902 **Refunded** ▶	11	

Part VII-A **Statements Regarding Activities**

			Yes	No
1a	During the tax year, did the foundation attempt to influence any national, state, or local legislation or did it participate or intervene in any political campaign?	1a		No
b	Did it spend more than $100 during the year (either directly or indirectly) for political purposes? (see Instructions for definition).	1b		No
	*If the answer is "Yes" to **1a** or **1b,** attach a detailed description of the activities and copies of any materials published or distributed by the foundation in connection with the activities.*			
c	Did the foundation file **Form 1120-POL** for this year?.	1c		No
d	Enter the amount (if any) of tax on political expenditures (section 4955) imposed during the year: **(1)** On the foundation. ▶ $ ________ **(2)** On foundation managers. ▶ $ ________			
e	Enter the reimbursement (if any) paid by the foundation during the year for political expenditure tax imposed on foundation managers. ▶ $ ________			
2	Has the foundation engaged in any activities that have not previously been reported to the IRS? *If "Yes," attach a detailed description of the activities.*	2		No
3	Has the foundation made any changes, not previously reported to the IRS, in its governing instrument, articles of incorporation, or bylaws, or other similar instruments? *If "Yes," attach a conformed copy of the changes*	3		No
4a	Did the foundation have unrelated business gross income of $1,000 or more during the year?.	4a		No
b	If "Yes," has it filed a tax return on **Form 990-T** for this year?.	4b		
5	Was there a liquidation, termination, dissolution, or substantial contraction during the year? *If "Yes," attach the statement required by General Instruction T.*	5		No
6	Are the requirements of section 508(e) (relating to sections 4941 through 4945) satisfied either: • By language in the governing instrument, or • By state legislation that effectively amends the governing instrument so that no mandatory directions that conflict with the state law remain in the governing instrument?.	6	Yes	
7	Did the foundation have at least $5,000 in assets at any time during the year? *If "Yes," complete Part II, col. (c), and Part XV.*	7	Yes	
8a	Enter the states to which the foundation reports or with which it is registered (see instructions) ▶TX			
b	If the answer is "Yes" to line 7, has the foundation furnished a copy of Form 990-PF to the Attorney General (or designate) of each state as required by General Instruction G? *If "No," attach explanation* .	8b	Yes	
9	Is the foundation claiming status as a private operating foundation within the meaning of section 4942(j)(3) or 4942(j)(5) for calendar year 2020 or the taxable year beginning in 2020? See the instructions for Part XIV. If "Yes," complete Part XIV	9		No
10	Did any persons become substantial contributors during the tax year? *If "Yes," attach a schedule listing their names and addresses.*	10		No

Part VII-A Statements Regarding Activities (continued)

		Line	Yes	No
11	At any time during the year, did the foundation, directly or indirectly, own a controlled entity within the meaning of section 512(b)(13)? If "Yes," attach schedule. See instructions.	11		No
12	Did the foundation make a distribution to a donor advised fund over which the foundation or a disqualified person had advisory privileges? If "Yes," attach statement. See instructions	12		No
13	Did the foundation comply with the public inspection requirements for its annual returns and exemption application?	13	Yes	

Website address ▶WWW.ARMSTRONGFDN.ORG

14 The books are in care of ▶LAURA HARRISON Telephone no. ▶(817) 737-7191

Located at ▶P O BOX 470338 FORT WORTH TX ZIP+4 ▶761470338

15 Section 4947(a)(1) nonexempt charitable trusts filing Form 990-PF in lieu of **Form 1041** —check here . . . ▶ ☐
and enter the amount of tax-exempt interest received or accrued during the year . . . ▶ | 15 |

		Line	Yes	No
16	At any time during calendar year 2020, did the foundation have an interest in or a signature or other authority over a bank, securities, or other financial account in a foreign country?	16		No
	See the instructions for exceptions and filing requirements for FinCEN Form 114. If "Yes", enter the name of the foreign country ▶			

Part VII-B Statements Regarding Activities for Which Form 4720 May Be Required

File Form 4720 if any item is checked in the "Yes" column, unless an exception applies.

		Line	Yes	No
1a	During the year did the foundation (either directly or indirectly):			
	(1) Engage in the sale or exchange, or leasing of property with a disqualified person? ☐ Yes ☑ No			
	(2) Borrow money from, lend money to, or otherwise extend credit to (or accept it from) a disqualified person? ☐ Yes ☑ No			
	(3) Furnish goods, services, or facilities to (or accept them from) a disqualified person? ☐ Yes ☑ No			
	(4) Pay compensation to, or pay or reimburse the expenses of, a disqualified person? ☐ Yes ☑ No			
	(5) Transfer any income or assets to a disqualified person (or make any of either available for the benefit or use of a disqualified person)? ☐ Yes ☑ No			
	(6) Agree to pay money or property to a government official? (**Exception.** Check "No" if the foundation agreed to make a grant to or to employ the official for a period after termination of government service, if terminating within 90 days.) ☐ Yes ☑ No			
b	If any answer is "Yes" to 1a(1)–(6), did **any** of the acts fail to qualify under the exceptions described in Regulations section 53.4941(d)-3 or in a current notice regarding disaster assistance? See instructions	1b		
	Organizations relying on a current notice regarding disaster assistance check here. ▶ ☐			
c	Did the foundation engage in a prior year in any of the acts described in 1a, other than excepted acts, that were not corrected before the first day of the tax year beginning in 2020?	1c		
2	Taxes on failure to distribute income (section 4942) (does not apply for years the foundation was a private operating foundation defined in section 4942(j)(3) or 4942(j)(5)):			
a	At the end of tax year 2020, did the foundation have any undistributed income (lines 6d and 6e, Part XIII) for tax year(s) beginning before 2020? ☐ Yes ☑ No If "Yes," list the years ▶ 20___, 20___, 20___, 20___			
b	Are there any years listed in 2a for which the foundation is **not** applying the provisions of section 4942(a)(2) (relating to incorrect valuation of assets) to the year's undistributed income? (If applying section 4942(a)(2) to **all** years listed, answer "No" and attach statement—see instructions.)	2b		
c	If the provisions of section 4942(a)(2) are being applied to **any** of the years listed in 2a, list the years here. ▶ 20___, 20___, 20___, 20___			
3a	Did the foundation hold more than a 2% direct or indirect interest in any business enterprise at any time during the year? ☐ Yes ☑ No			
b	If "Yes," did it have excess business holdings in 2020 as a result of **(1)** any purchase by the foundation or disqualified persons after May 26, 1969; **(2)** the lapse of the 5-year period (or longer period approved by the Commissioner under section 4943(c)(7)) to dispose of holdings acquired by gift or bequest; or **(3)** the lapse of the 10-, 15-, or 20-year first phase holding period? *(Use Schedule C, Form 4720, to determine if the foundation had excess business holdings in 2020.)*	3b		
4a	Did the foundation invest during the year any amount in a manner that would jeopardize its charitable purposes?	4a		No
b	Did the foundation make any investment in a prior year (but after December 31, 1969) that could jeopardize its charitable purpose that had not been removed from jeopardy before the first day of the tax year beginning in 2020?	4b		No

Part VII-B Statements Regarding Activities for Which Form 4720 May Be Required *(continued)*

			Yes	No
5a	During the year did the foundation pay or incur any amount to:			
	(1) Carry on propaganda, or otherwise attempt to influence legislation (section 4945(e))? ☐ Yes ☑ No			
	(2) Influence the outcome of any specific public election (see section 4955); or to carry on, directly or indirectly, any voter registration drive? ☐ Yes ☑ No			
	(3) Provide a grant to an individual for travel, study, or other similar purposes? ☐ Yes ☑ No			
	(4) Provide a grant to an organization other than a charitable, etc., organization described in section 4945(d)(4)(A)? See instructions. ☐ Yes ☑ No			
	(5) Provide for any purpose other than religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals? ☐ Yes ☑ No			
b	If any answer is "Yes" to 5a(1)–(5), did **any** of the transactions fail to qualify under the exceptions described in Regulations section 53.4945 or in a current notice regarding disaster assistance? See instructions	5b		
	Organizations relying on a current notice regarding disaster assistance check here. ▶ ☐			
c	If the answer is "Yes" to question 5a(4), does the foundation claim exemption from the tax because it maintained expenditure responsibility for the grant? ☐ Yes ☐ No			
	If "Yes," attach the statement required by Regulations section 53.4945–5(d).			
6a	Did the foundation, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? ☐ Yes ☑ No			
b	Did the foundation, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	6b		No
	If "Yes" to 6b, file Form 8870.			
7a	At any time during the tax year, was the foundation a party to a prohibited tax shelter transaction? ☐ Yes ☑ No			
b	If "Yes", did the foundation receive any proceeds or have any net income attributable to the transaction?	7b		
8	Is the foundation subject to the section 4960 tax on payment(s) of more than $1,000,000 in remuneration or excess parachute payment during the year? ☐ Yes ☑ No			

Part VIII Information About Officers, Directors, Trustees, Foundation Managers, Highly Paid Employees, and Contractors

1 List all officers, directors, trustees, foundation managers and their compensation. See instructions

(a) Name and address	**(b)** Title, and average hours per week devoted to position	**(c)** Compensation **(If not paid, enter -0-)**	**(d)** Contributions to employee benefit plans and deferred compensation	**(e)** Expense account, other allowances
T K ARMSTRONG JR P O BOX 470338 FORT WORTH, TX 76147	PRESIDENT 20.00	53,064	0	0
J HATCHER JAMES III P O BOX 470338 FORT WORTH, TX 76147	VICE PRESIDE 1.00	709	0	0
LAURA J HARRISON P O BOX 470338 FORT WORTH, TX 76147	SECRETARY 30.00	76,627	0	0
ALLEN L ARMSTRONG P O BOX 470338 FORT WORTH, TX 76147	TREASURER 5.00	8,743	0	0
GEORGIA CLARKE P O BOX 470338 FORT WORTH, TX 76147	KEY EMPLOYEE 5.00	7,396	0	0
ALEX D ARMSTRONG P O BOX 470338 FORT WORTH, TX 76147	TRUSTEE 5.00	4,870	0	0
CHRISTIAN G SIEGENTHALER P O BOX 470338 FORT WORTH, TX 76147	TRUSTEE 5.00	4,870	0	0
JOHN LEE HARRISON P O BOX 470338 FORT WORTH, TX 76147	KEY EMPLOYEE 20.00	29,676	0	0
KATE BRITAIN P O BOX 470338 FORT WORTH, TX 76147	KEY EMPLOYEE 5.00	4,870	0	0

2 Compensation of five highest-paid employees (other than those included on line 1—see instructions). If 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 and deferred compensation	**(e)** Expense account, other allowances
NONE				

Total number of other employees paid over $50,000. ▶

Part VIII Information About Officers, Directors, Trustees, Foundation Managers, Highly Paid Employees, and Contractors *(continued)*

3 Five highest-paid independent contractors for professional services (see instructions). If none, enter "NONE".

(a) Name and address of each person paid more than $50,000	**(b)** Type of service	**(c)** Compensation
NONE		

Total number of others receiving over $50,000 for professional services. . . . . ▶

Part IX-A Summary of Direct Charitable Activities

List the foundation's four largest direct charitable activities during the tax year. Include relevant statistical information such as the number of organizations and other beneficiaries served, conferences convened, research papers produced, etc.	Expenses
1	
2	
3	
4	

Part IX-B Summary of Program-Related Investments (see instructions)

Describe the two largest program-related investments made by the foundation during the tax year on lines 1 and 2.	Amount
1 N/A	
2	
All other program-related investments. See instructions.	
3	
Total. Add lines 1 through 3 . . . . ▶	

Part X Minimum Investment Return (All domestic foundations must complete this part. Foreign foundations, see instructions.)

1	Fair market value of assets not used (or held for use) directly in carrying out charitable, etc., purposes:		
a	Average monthly fair market value of securities	**1a**	24,336,627
b	Average of monthly cash balances	**1b**	388,647
c	Fair market value of all other assets (see instructions)	**1c**	758,235
d	**Total** (add lines 1a, b, and c)	**1d**	25,483,509
e	Reduction claimed for blockage or other factors reported on lines 1a and 1c (attach detailed explanation) **1e**		
2	Acquisition indebtedness applicable to line 1 assets	**2**	
3	Subtract line 2 from line 1d	**3**	25,483,509
4	Cash deemed held for charitable activities. Enter 1 1/2% of line 3 (for greater amount, see instructions)	**4**	382,253
5	**Net value of noncharitable-use assets.** Subtract line 4 from line 3. Enter here and on Part V, line 4	**5**	25,101,256
6	**Minimum investment return.** Enter 5% of line 5	**6**	1,255,063

Part XI Distributable Amount (see instructions) (Section 4942(j)(3) and (j)(5) private operating foundations and certain foreign organizations check here ▶ ☐ and do not complete this part.)

1	Minimum investment return from Part X, line 6			**1**	1,255,063
2a	Tax on investment income for 2020 from Part VI, line 5	**2a**	6,701		
b	Income tax for 2020. (This does not include the tax from Part VI.)	**2b**			
c	Add lines 2a and 2b			**2c**	6,701
3	Distributable amount before adjustments. Subtract line 2c from line 1			**3**	1,248,362
4	Recoveries of amounts treated as qualifying distributions			**4**	
5	Add lines 3 and 4			**5**	1,248,362
6	Deduction from distributable amount (see instructions)			**6**	
7	**Distributable amount** as adjusted. Subtract line 6 from line 5. Enter here and on Part XIII, line 1			**7**	1,248,362

Part XII Qualifying Distributions (see instructions)

1	Amounts paid (including administrative expenses) to accomplish charitable, etc., purposes:		
a	Expenses, contributions, gifts, etc.—total from Part I, column (d), line 26	**1a**	1,211,167
b	Program-related investments—total from Part IX-B	**1b**	
2	Amounts paid to acquire assets used (or held for use) directly in carrying out charitable, etc., purposes	**2**	
3	Amounts set aside for specific charitable projects that satisfy the:		
a	Suitability test (prior IRS approval required)	**3a**	
b	Cash distribution test (attach the required schedule)	**3b**	
4	**Qualifying distributions.** Add lines 1a through 3b. Enter here and on Part V, line 8, and Part XIII, line 4	**4**	1,211,167
5	Foundations that qualify under section 4940(e) for the reduced rate of tax on net investment income. Enter 1% of Part I, line 27b. See instructions	**5**	
6	**Adjusted qualifying distributions.** Subtract line 5 from line 4	**6**	1,211,167

Note: The amount on line 6 will be used in Part V, column (b), in subsequent years when calculating whether the foundation qualifies for the section 4940(e) reduction of tax in those years.

Part XIII Undistributed Income (see instructions)

		(a) Corpus	(b) Years prior to 2019	(c) 2019	(d) 2020
1 Distributable amount for 2020 from Part XI, line 7					1,248,362
2 Undistributed income, if any, as of the end of 2020:					
a Enter amount for 2019 only.					
b Total for prior years: 20___ , 20___ , 20___					
3 Excess distributions carryover, if any, to 2020:					
a From 2015.					
b From 2016.	74,974				
c From 2017.					
d From 2018.					
e From 2019.	4,765				
f **Total** of lines 3a through e.		79,739			
4 Qualifying distributions for 2020 from Part XII, line 4: ▶ $ 1,211,167					
a Applied to 2019, but not more than line 2a					
b Applied to undistributed income of prior years (Election required—see instructions).					
c Treated as distributions out of corpus (Election required—see instructions).					
d Applied to 2020 distributable amount					1,211,167
e Remaining amount distributed out of corpus					
5 Excess distributions carryover applied to 2020. *(If an amount appears in column (d), the same amount must be shown in column (a).)*		37,195			37,195
6 **Enter the net total of each column as indicated below:**					
a Corpus. Add lines 3f, 4c, and 4e. Subtract line 5		42,544			
b Prior years' undistributed income. Subtract line 4b from line 2b					
c Enter the amount of prior years' undistributed income for which a notice of deficiency has been issued, or on which the section 4942(a) tax has been previously assessed					
d Subtract line 6c from line 6b. Taxable amount —see instructions					
e Undistributed income for 2019. Subtract line 4a from line 2a. Taxable amount—see instructions					
f Undistributed income for 2021. Subtract lines 4d and 5 from line 1. This amount must be distributed in 2020					0
7 Amounts treated as distributions out of corpus to satisfy requirements imposed by section 170(b)(1)(F) or 4942(g)(3) (Election may be required - see instructions)					
8 Excess distributions carryover from 2015 not applied on line 5 or line 7 (see instructions) . . .					
9 **Excess distributions carryover to 2021.** Subtract lines 7 and 8 from line 6a		42,544			
10 Analysis of line 9:					
a Excess from 2016	37,779				
b Excess from 2017					
c Excess from 2018. . . .					
d Excess from 2019	4,765				
e Excess from 2020					

Part XIV Private Operating Foundations (see instructions and Part VII-A, question 9)

1a If the foundation has received a ruling or determination letter that it is a private operating foundation, and the ruling is effective for 2020, enter the date of the ruling

b. Check box to indicate whether the organization is a private operating foundation described in section ☐ 4942(j)(3) or ☐ 4942(j)(5)

	Tax year	Prior 3 years			(e) Total
	(a) 2020	**(b)** 2019	**(c)** 2018	**(d)** 2017	
2a Enter the lesser of the adjusted net income from Part I or the minimum investment return from Part X for each year listed					
b 85% of line 2a					
c Qualifying distributions from Part XII, line 4 for each year listed					
d Amounts included in line 2c not used directly for active conduct of exempt activities					
e Qualifying distributions made directly for active conduct of exempt activities. Subtract line 2d from line 2c					
3 Complete 3a, b, or c for the alternative test relied upon: **a** "Assets" alternative test—enter: **(1)** Value of all assets					
(2) Value of assets qualifying under section 4942(j)(3)(B)(i)					
b "Endowment" alternative test— enter 2/3 of minimum investment return shown in Part X, line 6 for each year listed					
c "Support" alternative test—enter: **(1)** Total support other than gross investment income (interest, dividends, rents, payments on securities loans (section 512(a)(5)), or royalties)					
(2) Support from general public and 5 or more exempt organizations as provided in section 4942(j)(3)(B)(iii)					
(3) Largest amount of support from an exempt organization					
(4) Gross investment income					

Part XV Supplementary Information (Complete this part only if the foundation had $5,000 or more in assets at any time during the year—see instructions.)

1 Information Regarding Foundation Managers:

a List any managers of the foundation who have contributed more than 2% of the total contributions received by the foundation before the close of any tax year (but only if they have contributed more than $5,000). (See section 507(d)(2).)

NONE

b List any managers of the foundation who own 10% or more of the stock of a corporation (or an equally large portion of the ownership of a partnership or other entity) of which the foundation has a 10% or greater interest.

NONE

2 Information Regarding Contribution, Grant, Gift, Loan, Scholarship, etc., Programs:

Check here ▶☐ if the foundation only makes contributions to preselected charitable organizations and does not accept unsolicited requests for funds. If the foundation makes gifts, grants, etc. to individuals or organizations under other conditions, complete items 2a, b, c, and d. See instructions

a The name, address, and telephone number or e-mail address of the person to whom applications should be addressed:

T K ARMSTRONG JR
P O BOX 470338
FORT WORTH,TX 76147
(817) 737-7117

b The form in which applications should be submitted and information and materials they should include:

APPLICATION CAN BE MADE AT WEBSITE WWW.ARMSTRONGFDN.ORG. PROPOSALS MUST BE ACCOMPANIED BY AN IRS LETTER SHOWING THEIR TAX-EXEMPT STATUS.

c Any submission deadlines:

PROPOSALS MAY BE SUBMITTED ANY TIME DURING THE YEAR.

d Any restrictions or limitations on awards, such as by geographical areas, charitable fields, kinds of institutions, or other factors:

THE FOUNDATION PROVIDES FINANCIAL ASSISTANCE TO 501(C)(3) TAX-EXEMPT INSTITUTIONS AND ORGANIZATIONS ADVOCATING THE PERPETUATION OF CONSTITUTIONAL GOVERNMENT AND ITS FREEDOMS. OUR TRUSTEES ARE PARTICULARLY SUPPORTIVE OF THOSE INSTITUTIONS AND ORGANIZATIONS DIRECTING THEIR ACTIVITIES IN THE EDUCATIONAL PROCESSES OF THE FREE ENTERPRISE SYSTEM, THE BENEFITS OF LIMITED GOVERNMENT AND THE BASIC PRINCIPLES OF AMERICAN IDEALS ESPOUSED BY THE FOUNDING FATHERS OF THIS GREAT NATION. WE DO NOT SUPPORT BRICKS AND MORTAR PROJECTS. ADDITIONALLY, NO GRANTS ARE MADE TO INDIVIDUALS UNLESS PRIOR APPROVAL BY THE IRS.

Part XV Supplementary Information (continued)

3 Grants and Contributions Paid During the Year or Approved for Future Payment

Recipient Name and address (home or business)	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution	Amount
a *Paid during the year*				
ACH CHILD AND FAMILY SERVICES 3712 WICHITA ST FT WORTH,TX 76119			CIVIC & COMMUNITY	2,500
ALICE LLOYD COLLEGE 100 PURPOSE ROAD PIPPA PASSES,KY 41844			EDUCATIONAL PROGRAMS	5,000
AMERICAN LEGISLATIVE EXCHANGE COUN 2900 CRYSTAL DR STE 600 ARLINGTON,VA 222023595			EDUCATIONAL PROGRAMS	15,000
AMERICAN ENTERPRISE INSTITUTE FOR P 1789 MASSACHUSETTS AVE WASHINGTON,DC 20006			PUBLIC POLICY IN RESEARCH AND EDUCAT	35,000
AMERICAN IDEAS INSTITUTE 910 17TH ST NW STE 312 WASHINGTON,DC 20006			EDUCATIONAL PROGRAMS	7,500
AMERICAN PRIVATE RADIO 1739 UNIVERSITY AVE 341 OXFORD,MS 386554109			EDUCATIONAL PROGRAMS	20,000
AMERICA'S FUTURE FOUNDATION 3434 WASHINGTON BLVD 1ST WASHINGTON,DC 20006			EDUCATIONAL PROGRAMS	15,000
ASHBROOK CENTER 401 COLLEGE AVE ASHLAND,OH 448053702			EDUCATIONAL PROGRAMS	30,000
ATLAS ECONOMIC RESEARCH FOUNDATION TWO LIBERTY CENTER 4075 ARLINGTON,VA 222032160			EDUCATIONAL PROGRAMS	12,000
BILL OF RIGHTS INSTITUTE 1310 N COURTHOUSE RD S ARLINGTON,VA 22201			TEACHER TRAINING IN BILL OF RIGHTS	35,000
BOTANICAL RESEARCH INSTITUTE OF TEX 1700 UNIVERSITY DR FORT WORTH,TX 761073400			EDUCATIONAL PROGRAMS	8,000
CAPITAL RESEARCH CENTER 1516 16TH ST NW WASHINGTON,DC 20006			EDUCATIONAL PROGRAMS	7,500
CATO INSTITUTE 1000 MASSACHUSETTS AVE NW WASHINGTON,DC 200015403			EDUCATIONAL PROGRAMS	12,500
CENTER FOR INDEPENDENT THOUGHT 1420 WALNUT ST STE 1011 PHILADELPHIA,PA 191024010			PUBLIC POLICY RESEARCH AND EDUCATION	10,000
CURE-CENTER FOR URBAN RENEWAL AND E 1317 F STREET NW 900 WASHINGTON,DC 20004			EDUCATIONAL PROGRAMS	5,000
CERTELL INC 3077 E 98TH ST STE 275 INDIANAPOLIS,IN 46280			EDUCATIONAL PROGRAMS	25,000
COMPETITIVE ENTERPRISE INSTITUTE 1310 L STREET NW 7TH FL WASHINGTON,DC 20005			PUBLIC POLICY RESEARCH AND EDUCATION	18,000
CONSTITUTING AMERICA INC PO BOX 1988 COLLEYVILLE,TX 760341988			PUBLIC POLICY RESEARCH AND EDUCATION	10,000
FEDERALIST SOCIETY FOR LAW & PUBLIC 1776 I STREET NW STE 300 WASHINGTON,DC 20006			LEGAL DEFENSE OF CONSTITUTION	12,000
FORT WORTH ACADEMY FOR THE EDUCATIO 7301 DUTCH BRANCH RD FORT WORTH,TX 761324108			EDUCATIONAL PROGRAMS	25,000
FOUNDATION FOR ECONOMIC EDUCATION 30 SOUTH BROADWAY IRVINGTONONHUDSON,NY 10533			PUBLIC POLICY RESEARCH AND EDUCATION	30,000
FOUNDATION FOR GOVERNMENT ACCOUNTAB 15275 COLLIER BLVD STE20 NAPLES,FL 341196750			PUBLIC POLICY RESEARCH AND EDUCATION	8,000
FREE THE PEOPLE FIGHT THE POWER FOU 611 PENNSYLVANIA AVE S25 WASHINGTON,DC 200034303			PUBLIC POLICY RESEARCH AND EDUCATION	30,000
FREE TO CHOOSE NETWORK 2002 FILLMORE AVE - SUITE ERIE,PA 165062930			EDUCATION	15,000
FREEDOMWORKS FOUNDATION 111 K ST NE SUITE 600 WASHINGTON,DC 20002			ECONOMIC EDUCATION AND POLICY ANALYS	15,000
FRIENDS OF FORT WORTH NATURE CENTER 9601 FOSSIL RIDGE ROAD FORT WORTH,TX 76135			COMMUNITY & EDUCATION	10,000
FUND FOR AMERICAN STUDIES 1706 NEW HAMPSHIRE AVE N WASHINGTON,DC 20009			EDUCATION	25,000
GOLDWATER INSTITUTE FOR PUBLIC POLI 500 EAST CORONADO ROAD PHOENIX,AZ 85004			NATIONAL AND STATE POLICY RESEARCH A	25,000
GOSHEN FRIENDS SCHOOL 814 N CHESTER ROAD WESTCHESTER,PA 191021403			EDUCATIONAL PROGRAMS	850
HERITAGE FOUNDATION 214 MASSACHUSETTS AVE NE WASHINGTON,DC 200024958			EDUCATIONAL PROGRAMS	40,000
HILLSDALE COLLEGE 33 EAST COLLEGE STREET HILLSDALE,MI 49242			EDUCATIONAL PROGRAMS	20,000
INDEPENDENT INSTITUTE 100 SWAN WAY STE 200 OAKLAND,CA 946211428			NATIONAL AND STATE POLICY RESEARCH A	20,000
INDEPENDENT WOMENS FORUM 1875 I STREET NW 500 WASHINGTON,DC 20006			PUBLIC POLICY RESEARCH AND EDUCATION	7,500
INSTITUTE FOR ENERGY RESEARCH 1155 15TH ST NW STE 900 WASHINGTON,DC 200052706			PUBLIC POLICY RESEARCH AND EDUCATION	7,500
INSTITUTE FOR HUMANE STUDIES 3434 WASHINGTON BLVD MS ARLINGTON,VA 22201			PUBLIC POLICY RESEARCH AND EDUCATION	25,000
INSTITUTE FOR JUSTICE 901 N GLEBE ROAD -SUITE ARLINGTON,VA 222031854			EDUCATIONAL PROGRAMS	30,000
INTERCOLLEGIATE STUDIES INSTITUTE 3901 CENTERVILLE ROAD WILMINGTON,DE 198071938			PUBLIC POLICY EDUCATION AT COLLEGE L	25,000
JACK MILLER CENTER FOR TEACHING AME 3 BALA PLAZA WEST 401 BALA CYNWYD,PA 190043481			EDUCATIONAL PROGRAMS	20,000
JUNIOR ACHIEVEMENT OF THE CHISHOLM 6300 RIDGLEA PLACE - SUIT FORT WORTH,TX 761165706			EDUCATIONAL PROGRAMS	7,500
LAW AND ECONOMICS CENTER 3301 FAIRFAX DRIVE - HAZ ARLINGTON,VA 22201			POLITICAL SCIENCE, POLITICS AND ECO	10,000
LEADERSHIP INSTITUTE 1101 N HIGHLAND ST ARLINGTON,VA 222012807			PUBLIC POLICY AND EDUCATION	32,000
LUCY BURNS INSTITUTE 8383 GREENWAY BLVD STE 6 MIDDLETON,WI 53562			PUBLIC POLICY EDUCATION	5,000
LUDWIG VON MISES INSTITUTE FOR AUST 518 W MAGNOLIA AVE AUBURN,AL 368324501			EDUCATIONAL PROGRAMS	20,000
MANHATTAN INSTITUTE FOR POLICY RESE 52 VANDERBILT AVE NEW YORK,NY 100173808			RESEARCH AND ED. PROGRAMS IN FREE MA	17,000
MEDIA RESEARCH CENTER 1900 CAMPUS COMMONS DR S RESTON,VA 201911535			RESEARCH AND EDUCATIONAL PROGRAMS	17,500
MERCATUS CENTER 3434 WASHINGTON BLVD-4TH ARLINGTON,VA 222014508			MERCATUS CENTER - PUBLIC POLICY RESE	22,500
MISSISSIPPI CENTER FOR PUBLIC POLIC 520 GEORGE ST JACKSON,MS 39202			PUBLIC POLICY RESEARCH AND EDUCATION	20,000
MOVING PICTURE INSTITUTE 375 GREENWICH STREET NEW YORK,NY 100132376			EDUCATIONAL PROGRAMS	28,000
MULTIPURPOSE ARENA FORT WORTH DBA T 1911 MONTGOMERY STREET FORT WORTH,TX 76107			SPORTS AND RECREATION	11,930
NATIONAL RIGHT TO WORK LEGAL DEFENS 8001 BRADDOCK RD 600 SPRINGFIELD,VA 22160			PUBLIC POLICY RESEARCH AND EDUCATION	15,000
NETWORK OF ENLIGHTENED WOMEN INC 1360 EAST CAPITAL STREET WASHINGTON,DC 20003			EDUCATIONAL PROGRAMS	3,000
OKLAHOMA COUNCIL OF PUBLIC AFFAIRS 1401 N LINCOLN BOULEVARD OKLAHOMA CITY,OK 73104			PUBLIC POLICY RESEARCH AND EDUCATION	10,000
PACIFIC LEGAL FOUNDATION 930 G STREET SACRAMENTO,CA 95814			LEGAL AND JUDICIAL EDUCATION PROGRAM	20,000
PHILANTHROPY ROUNDTABLE 1120 20TH ST NW SUITE 55 WASHINGTON,DC 20006			PUBLIC POLICY RESEARCH AND EDUCATION	7,500
PRAGER UNIVERSITY FOUNDATION 15021 VENTURA BOULEVARD N SHERMAN OAKS,CA 91403			EDUCATIONAL PROGRAMS	5,000
PRESERVATION SOCIETY OF ELLICOTT'S 215 S PEARL STREET NATCHEZ,MS 39121			CIVIC AND COMMUNITY	2,500
REASON FOUNDATION 5737 MESMER AVE LOS ANGELES,CA 902306316			PUBLIC POLICY RESEARCH AND EDUCATION	30,000
STATE POLICY NETWORK 1655 N FORT MYER DR- SU ARLINGTON,VA 222093113			PUBLIC POLICY RESEARCH AND EDUCATION	35,000
ST PETER'S EPISCOPAL SCHOOL 321 ST PETER STREET KERRVILLE,TX 78028			EDUCATION	4,000
STUDENTS FOR LIBERTY PO BOX 97246 WASHINGTON,DC 20006			PUBLIC POLICY RESEARCH AND EDUCATION	15,000
TALENT MARKET 1490 GREENSHADE WAY MOUNT PLESANT,SC 29464			EDUCATIONAL AND RESEARCH PROGRAMS	5,000
TAX FOUNDATION 1325 G STREET NW SUITE WASHINGTON,DC 20005			EDUCATIONAL PROGRAMS	15,000
TEXAS PUBLIC POLICY FOUNDATION P O BOX 1449 AUSTIN,TX 78767			EDUCATIONAL PROGRAMS	27,500
TURNING POINT 4940 E BEVERLEY RD PHOENIX,AZ 85044			EDUCATIONAL PROGRAMS	20,000
YOUNG AMERICA'S FOUNDATION 11480 COMMERCE PARK DRIVE RESTON,VA 201911556			PUBLIC POLICY RESEARCH AND EDUCATION	10,000
YOUNG VOICES 1342 FLORIDA AVE NW WASHINGTON,DC 200094808			EDUCATIONAL PROGRAMS	5,000
Total . . . . ▶ **3a**				1,084,780
b *Approved for future payment*				
Total . . . . ▶ **3b**				

Part XVI-A Analysis of Income-Producing Activities

Enter gross amounts unless otherwise indicated.	Unrelated business income (a) Business code	Unrelated business income (b) Amount	Excluded by section 512, 513, or 514 (c) Exclusion code	Excluded by section 512, 513, or 514 (d) Amount	(e) Related or exempt function income (See instructions.)
1 Program service revenue:					
a					
b					
c					
d					
e					
f					
g Fees and contracts from government agencies					
2 Membership dues and assessments					
3 Interest on savings and temporary cash investments			14	110,290	
4 Dividends and interest from securities			14	366,187	
5 Net rental income or (loss) from real estate:					
a Debt-financed property					
b Not debt-financed property					
6 Net rental income or (loss) from personal property					
7 Other investment income			15	317,314	
8 Gain or (loss) from sales of assets other than inventory			14	36,963	109,902
9 Net income or (loss) from special events:					
10 Gross profit or (loss) from sales of inventory					
11 Other revenue:					
a OTHER INCOME			14		
b PMF FUND			14	177	
c ML-2217 UNRECAP 1250			14	34	
d					
e					
12 Subtotal. Add columns (b), (d), and (e)				830,965	109,902

13 **Total.** Add line 12, columns (b), (d), and (e) . . . 13 940,867

(See worksheet in line 13 instructions to verify calculations.)

Part XVI-B Relationship of Activities to the Accomplishment of Exempt Purposes

Line No. ▼	Explain below how each activity for which income is reported in column (e) of Part XVI-A contributed importantly to the accomplishment of the foundation's exempt purposes (other than by providing funds for such purposes). (See instructions.)

Part XVII Information Regarding Transfers To and Transactions and Relationships With Noncharitable Exempt Organizations

		Yes	No
1 Did the organization directly or indirectly engage in any of the following with any other organization described in section 501(c) (other than section 501(c)(3) organizations) or in section 527, relating to political organizations?			
a Transfers from the reporting foundation to a noncharitable exempt organization of:			
(1) Cash	**1a(1)**		No
(2) Other assets	**1a(2)**		No
b Other transactions:			
(1) Sales of assets to a noncharitable exempt organization	**1b(1)**		No
(2) Purchases of assets from a noncharitable exempt organization	**1b(2)**		No
(3) Rental of facilities, equipment, or other assets	**1b(3)**		No
(4) Reimbursement arrangements	**1b(4)**		No
(5) Loans or loan guarantees	**1b(5)**		No
(6) Performance of services or membership or fundraising solicitations	**1b(6)**		No
c Sharing of facilities, equipment, mailing lists, other assets, or paid employees	**1c**		No

d If the answer to any of the above is "Yes," complete the following schedule. Column **(b)** should always show the fair market value of the goods, other assets, or services given by the reporting foundation. If the foundation received less than fair market value in any transaction or sharing arrangement, show in column **(d)** the value of the goods, other assets, or services received.

(a) Line No.	**(b)** Amount involved	**(c)** Name of noncharitable exempt organization	**(d)** Description of transfers, transactions, and sharing arrangements

2a Is the foundation directly or indirectly affiliated with, or related to, one or more tax-exempt organizations described in section 501(c) (other than section 501(c)(3)) or in section 527? ☐ Yes ☑ No

b If "Yes," complete the following schedule.

(a) Name of organization	**(b)** Type of organization	**(c)** Description of relationship

Sign Here

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 taxpayer) is based on all information of which preparer has any knowledge.

Signature of officer or trustee	Date	Title
	2021-11-10	

May the IRS discuss this return with the preparer shown below (see instr.) ☐ Yes ☐ No

Paid Preparer Use Only

Print/Type preparer's name	Preparer's Signature	Date	Check if self-employed ☐	PTIN
WILLIAM E ALEXANDER CPA		2021-11-11		P00448315
Firm's name ▶ ALEXANDER BOOHER & ASSOCIATES PC				Firm's EIN ▶75-2311783
Firm's address ▶ 6300 RIDGLEA PLACE SUITE 611 FORT WORTH, TX 761165732				Phone no. (817) 569-8860

Additional Data

Return to Form

Software ID:

Software Version:

Form 990PF - Special Condition Description:

Special Condition Description

TY 2020 IRS 990 e-File Render

Name: THE ARMSTRONG FOUNDATION

EIN: 75-6003209

Category	Amount	Net Investment Income	Adjusted Net Income	Disbursements for Charitable Purposes
INDIRECT ACCOUNTING EXPENSES	6,975	6,975		

Note: To capture the full content of this document, please select landscape mode (11" x 8.5") when printing.

TY 2020 IRS 990 e-File Render

Name: THE ARMSTRONG FOUNDATION

EIN: 75-6003209

Description of Property	Date Acquired	Cost or Other Basis	Prior Years' Depreciation	Computation Method	Rate / Life (# of years)	Current Year's Depreciation Expense	Net Investment Income	Adjusted Net Income	Cost of Goods Sold Not Included
CONDO LAND	1983-09-01	5,362							
ELECTRIC LOCKS	1986-12-01	167	167	S/L	5.0000				
IBM PC SOFTWARE	1983-06-30	3,066	3,066	S/L	5.0000				
CALCULATOR	1983-08-31	109	109	S/L	3.0000				
DESK	1983-08-31	656	656	S/L	10.0000				
SANGER HARRIS CH	1984-07-31	307	307	S/L	5.0000				
IBM TYPEWRITER	1984-09-30	1,050	1,050	S/L	5.0000				
CHAIR	1984-10-31	240	240	S/L	5.0000				
INWOOD TYPEWRITER	1985-04-17	1,538	1,538	S/L	5.0000				
TELEPHONE	1985-07-30	332	332	S/L	5.0000				
TELEPHONE	1985-09-04	995	995	S/L	5.0000				
COMPUTER CHIP	1989-01-26	280	280	S/L	5.0000				
FILE DRAWERS	1989-02-09	665	665	S/L	5.0000				
COMPUTER	1990-06-28	2,794	2,794	S/L	5.0000				
CHAIR	1991-06-12	279	279	S/L	5.0000				
FURNITURE	1991-07-03	586	586	S/L	5.0000				
PRINTER	1993-06-08	350	350	S/L	5.0000				
NEW PHONE SYSTEM	1998-05-26	1,019	1,019	S/L	5.0000				
CONDO OFFICE BUILDING	1983-09-01	44,242	44,242	S/L	25.0000				
VARIOUS	1957-01-01	1,106	1,106	S/L	5.0000				
DICTAPHONE	1983-06-30	890	890	S/L	5.0000				
LENNOX 4 TON A/C-HEAT UNIT	2005-08-22	2,886	1,064	S/L	39.0000	74	74		
OPTIPLEX 210L COMPUTER	2006-06-23	1,555	1,555	200DB	5.0000				
OFFICE EQUIPMENT	2008-10-20	1,553	1,553	200DB	5.0000				
OFFICE EQUIPMENT	2009-01-29	1,205	1,205	200DB	5.0000				
COMPUTER	2014-05-23	1,000	1,000	200DB	5.0000				
PRINTER	2014-06-17	999	999	200DB	5.0000				
FURNITURE & FIXTURES	2019-02-22	221	221	200DB	7.0000				
FURNITURE & FIXTURES	2019-03-21	398	398	200DB	7.0000				
3 CHAIRS	2019-04-11	753	753	200DB	7.0000				
FURNITURE & FIXTURES	2019-05-16	1,113	1,113	200DB	7.0000				
FURNITURE & FIXTURES	2020-08-21	969		200DB	7.0000	969	969		

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TY 2020 IRS 990 e-File Render

Name: THE ARMSTRONG FOUNDATION

EIN: 75-6003209

Name	Date Acquired	How Acquired	Date Sold	Purchaser Name	Gross Sales Price	Basis	Basis Method	Sales Expenses	Total (net)	Accumulated Depreciation
PMF		PURCHASE			14				14	
PMF		PURCHASE			7				7	
BB&T-4067		PURCHASE			1,793,097	1,889,273			-96,176	
BB&T-4067		PURCHASE			2,468,836	2,441,520			27,316	
JPMORGAN-8005		PURCHASE			1,490,601	1,489,459			1,142	
JPMORGAN-8005		PURCHASE			2,260,237	2,201,449			58,788	
AMERICAN INTERNATIONAL GROUP		PURCHASE	2020-01		15				15	
MERRILL LYNCH-2217		PURCHASE			77,567	92,768			-15,201	
MERRILL LYNCH-2217		PURCHASE			460,823	401,214			59,609	
CHUBB LTD		PURCHASE			32,253	11,692			20,561	
NEXTERA ENERGY		PURCHASE			16,479	2,433			14,046	
MERRILL LYNCH-4083		PURCHASE			453,248	415,622			37,626	
MERRILL LYNCH-4083		PURCHASE			293,912	291,693			2,219	
MERRILLY LYNCH-4084		PURCHASE			990,936	991,000			-64	
		PURCHASE								

TY 2020 IRS 990 e-File Render

Name: THE ARMSTRONG FOUNDATION

EIN: 75-6003209

Name of Bond	End of Year Book Value	End of Year Fair Market Value
ML S/T BOND LADDER-4084	1,061,330	1,082,939

TY 2020 IRS 990 e-File Render

Name: THE ARMSTRONG FOUNDATION

EIN: 75-6003209

Category/ Item	Listed at Cost or FMV	Book Value	End of Year Fair Market Value
JP MORGAN MANAGED ACCOUNT	FMV	8,550,076	10,448,229
MERRILL LYNCH PIA ACCOUNT	FMV	3,457,965	4,361,921
VINTAGE 2015 PRIVATE EQUITY	FMV	683,141	638,574
VINTAGE 2017 PRIVATE EQUITY	FMV	336,017	320,587
HPS MEZZANINE PARTNERS FUND	FMV	443,689	433,515
HPS MEZZANINE 2019	FMV	182,694	183,968
BENEFIT PARTNERS DEBT FUND	FMV	347,601	335,427
LANDMARK PRIVATE EQUITY	FMV	236,801	256,128
HIGHBRIDGE CONVERTABLE FUND	FMV	260,513	278,882
BB&T MANAGED ACCOUNT	FMV	6,561,047	7,844,922
INVESTMENT IN PMF FUND	FMV	22,186	19,839

TY 2020 IRS 990 e-File Render

Name: THE ARMSTRONG FOUNDATION

EIN: 75-6003209

Category / Item	Cost / Other Basis	Accumulated Depreciation	Book Value	End of Year Fair Market Value
OFFICE BUILDING	53,861	46,751	7,110	
FURNITURE AND EQUIPMENT	24,826	24,826		

TY 2020 IRS 990 e-File Render

Name: THE ARMSTRONG FOUNDATION

EIN: 75-6003209

Description	Beginning of Year - Book Value	End of Year - Book Value	End of Year - Fair Market Value
MISSISSIPPI MINERAL INTERESTS	329,225	329,225	567,798
OKLAHOMA MINERAL INTERESTS	5,000	5,000	141,030
MINERAL INTERESTS RESERVED	7	7	7

TY 2020 IRS 990 e-File Render

Name: THE ARMSTRONG FOUNDATION

EIN: 75-6003209

Description	Amount
EXCISE TAX	20,812
PRIOR PERIOD ADJUSTMENT	407

TY 2020 IRS 990 e-File Render

Name: THE ARMSTRONG FOUNDATION

EIN: 75-6003209

Description	Revenue and Expenses per Books	Net Investment Income	Adjusted Net Income	Disbursements for Charitable Purposes
EXPENSES				
DUES AND SUBSCRIPTIONS	1,401	1,401		
INSURANCE EXPENSE	3,163	3,163		
INVESTMENT ADVISORY EXPENSE	159,764	159,764		
OFFICE SUPPLIES AND EXPENSE	8,857	8,857		
OIL & GAS EXPENSES	4,683	4,683		
OIL & GAS PRODUCTION TAX	19,992	19,992		
OIL & GAS OTHER DEDUCTIONS	4,605	4,605		
SOFTWARE	8,050			8,050
TRAVEL AND MEETING EXPENSE	555			555
INVESTMENT INTEREST	7,554	7,554		
K-1 ACTIVITY	757	757		

TY 2020 IRS 990 e-File Render

Name: THE ARMSTRONG FOUNDATION

EIN: 75-6003209

Description	Revenue And Expenses Per Books	Net Investment Income	Adjusted Net Income
OIL & GAS RENT	1,225	1,225	
PARTNERSHIP INC-VINTAGE 2015	18,805	18,805	
PARTNERSHIP INC-MEZZANINE	28,990	28,990	
PARTNERSHIP INC-VINTAGE 2017	14,768	14,768	
PARTNERSHIP INC-BENEFIT PTRS	24,437	24,437	
PARTNERSIP INC-MEZZANINE 2019	12,761	12,761	
PARTNERSHIP INC-LANDMARK	-12,296	-12,296	
PARTNERSHIP INC-HIGHBRIDGE	11,488	11,488	
ROYALTIES	217,136	217,136	
PMF FUND	177		
ML-2217 UNRECAP 1250	34		

TY 2020 IRS 990 e-File Render

Name: THE ARMSTRONG FOUNDATION

EIN: 75-6003209

Category	Amount	Net Investment Income	Adjusted Net Income	Disbursements for Charitable Purposes
FOREIGN INCOME	5,919	5,919		
REAL AND PERSONAL PROPERTY	1,835	1,835		
STATE WITHHOLDING	1,319	1,319		