Form **990**

Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations) ▶ Do not enter social security numbers on this form as it may be made public.

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

OMB No. 1545-0047

2021

Open to Public Inspection

A For the 2021 calendar year, or tax year beginning 07-01-2021 , and ending 06-30-2022

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

C Name of organization
THE SAN DIEGO FOUNDATION

Doing business as

Number and street (or P.O. box if mail is not delivered to street address) | Room/suite
2508 HISTORIC DECATUR ROAD 200

City or town, state or province, country, and ZIP or foreign postal code
SAN DIEGO, CA 92106

D Employer identification number
95-2942582

E Telephone number
(619) 235-2300

G Gross receipts $ 471,373,264

F Name and address of principal officer:
MARK A STUART
2508 HISTORIC DECATUR ROAD 200
SAN DIEGO,CA 92106

H(a) Is this a group return for subordinates? ☐ Yes ☑ No

H(b) Are all subordinates included? ☐ Yes ☐ No
If "No," attach a list. See instructions.

H(c) Group exemption number ▶

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

J Website: ▶ WWW.SDFOUNDATION.ORG

K Form of organization: ☑ Corporation ☐ Trust ☐ Association ☐ Other ▶

L Year of formation: 1975

M State of legal domicile: CA

Part I Summary

Activities & Governance

1 Briefly describe the organization's mission or most significant activities:
THE SAN DIEGO FOUNDATION IMPROVES THE QUALITY OF LIFE WITHIN ALL OF OUR COMMUNITIES.

2 Check this box ▶☐ if the organization discontinued its operations or disposed of more than 25% of its net assets.

3	Number of voting members of the governing body (Part VI, line 1a)	**3**	19
4	Number of independent voting members of the governing body (Part VI, line 1b)	**4**	19
5	Total number of individuals employed in calendar year 2021 (Part V, line 2a)	**5**	80
6	Total number of volunteers (estimate if necessary)	**6**	97
7a	Total unrelated business revenue from Part VIII, column (C), line 12	**7a**	192,197
b	Net unrelated business taxable income from Form 990-T, Part I, line 11	**7b**	27,518

			Prior Year	Current Year
Revenue	**8**	Contributions and grants (Part VIII, line 1h)	121,896,796	214,827,270
	9	Program service revenue (Part VIII, line 2g)	17,027,535	6,789,766
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	58,438,474	61,765,039
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	-327,047	183,298
	12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	197,035,758	283,565,373
Expenses	**13**	Grants and similar amounts paid (Part IX, column (A), lines 1–3)	98,556,299	146,140,342
	14	Benefits paid to or for members (Part IX, column (A), line 4)	0	0
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	8,365,270	10,786,833
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	0	0
	b	Total fundraising expenses (Part IX, column (D), line 25) ▶3,430,537		
	17	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	17,390,608	22,986,427
	18	Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	124,312,177	179,913,602
	19	Revenue less expenses. Subtract line 18 from line 12	72,723,581	103,651,771

			Beginning of Current Year	End of Year
Net Assets or Fund Balances	**20**	Total assets (Part X, line 16)	1,302,414,916	1,298,825,008
	21	Total liabilities (Part X, line 26)	154,600,926	149,957,439
	22	Net assets or fund balances. Subtract line 21 from line 20	1,147,813,990	1,148,867,569

Part II Signature Block

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

Sign Here

▶ Signature of officer — Date 2023-05-01

▶ JAMES HOWELL VICE PRESIDENT & CFO
Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name	Preparer's signature	Date	Check ☐ if self-employed	PTIN P00188643
Firm's name ▶ MOSS ADAMS LLP			Firm's EIN ▶ 91-0189318	
Firm's address ▶ 4747 EXECUTIVE DR SUITE 1300 SAN DIEGO, CA 92121			Phone no. (858) 627-1400	

May the IRS discuss this return with the preparer shown above? (see instructions) ☑ **Yes** ☐ **No**

Part III Statement of Program Service Accomplishments

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

1 Briefly describe the organization's mission:

THE SAN DIEGO FOUNDATION INSPIRES ENDURING PHILANTHROPY AND ENABLES COMMUNITY SOLUTIONS TO IMPROVE THE QUALITY OF LIFE IN OUR REGION.

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

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

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

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

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

4a (Code:) (Expenses $ 163,084,857 including grants of $ 146,140,342) (Revenue $ 6,789,766)

SEE SCHEDULE O.SINCE 1975, THE SAN DIEGO FOUNDATION HAS PROVIDED A PERMANENT AND GROWING SOURCE OF FUNDING TO NONPROFITS SERVING THE SAN DIEGO REGION. THANKS TO THE GENEROSITY OF DONORS, THE FOUNDATION GRANTS MILLIONS OF DOLLARS ANNUALLY TO NONPROFIT ORGANIZATIONS ADDRESSING THE CHALLENGES AND NEEDS IN THE SAN DIEGO REGION BY USING THE HIGHEST LEVEL OF PHILANTHROPIC AND INVESTMENT EXPERTISE TO PROVIDE MAXIMUM IMPACT.THE SAN DIEGO FOUNDATION MAXIMIZES THE IMPACT OF CHARITABLE GIVING TO ENACT POSITIVE SOCIAL CHANGE IN OUR REGION. OUR STRATEGIC PRIORITIES INCLUDE ADVANCING RACIAL AND SOCIAL JUSTICE, FOSTERING EQUITY OF OPPORTUNITY, BUILDING RESILIENT COMMUNITIES, AND DELIVERING WORLD-CLASS PHILANTHROPY TO REALIZE OUR VISION OF JUST, EQUITABLE AND RESILIENT COMMUNITIES. WE MANAGE CHARITABLE FUNDS FOR HUNDREDS OF INDIVIDUALS, FAMILIES AND CORPORATIONS. A GIFT TO THE SAN DIEGO FOUNDATION PROVIDES MAXIMUM TAX DEDUCTIONS, OUTSTANDING INVESTMENT MANAGEMENT AND LOW ADMINISTRATIVE COSTS. WITH MORE THAN 46 YEARS SERVING THE COMMUNITY AND HUNDREDS OF ACTIVE PARTNERSHIPS AND COLLABORATIONS WITH BUSINESS, GOVERNMENT AND COMMUNITY LEADERS AND ORGANIZATIONS, WE ARE ABLE TO ASSESS CHANGING REGIONAL NEEDS AND TAKE ACTION ON SAN DIEGO'S MOST PRESSING CHALLENGES. WE GATHER THIS INFORMATION AND CREATE AN ONGOING UNDERSTANDING OF OUR REGION'S NEEDS AND PAIR IT WITH OUR DONORS' PASSIONS, VALUES AND INTEREST AREAS AND CONNECT THEM WITH NONPROFIT ORGANIZATIONS THAT OFFER SOLUTIONS.THE SAN DIEGO FOUNDATION ALLOWS INDIVIDUALS AND FAMILIES TO ESTABLISH CUSTOMIZED CHARITABLE FUNDS WITHOUT THE BURDEN OF TAX LIABILITIES AND ADMINISTRATIVE TASKS ASSOCIATED WITH SETTING UP A PRIVATE FOUNDATION. OUR BOARD OF GOVERNORS, COMPRISED OF PROFESSIONAL EXPERTS AND COMMUNITY LEADERS, AND OUR KNOWLEDGEABLE STAFF PROVIDE KEEN OVERSIGHT AND AN UNWAVERING COMMITMENT TO HONORING THE WISHES OF EACH DONOR.THE SAN DIEGO FOUNDATION'S PROGRAM AREAS ARE GUIDED BY OUR ORGANIZATIONAL VALUES. WE VALUE ALL PEOPLE, ALL PARTNERS, AND OUR REGION. WE ACT WITH INTEGRITY AND RESPECT FOR ONE ANOTHER AND THE COMMUNITIES WE SERVE, WE ENGAGE DIVERSE PERSPECTIVES TO FOSTER COLLABORATION AND INNOVATIVE SOLUTIONS, AND WE STRIVE FOR AN INCLUSIVE COMMUNITY WHERE EVERYONE HAS EQUITABLE ACCESS TO OPPORTUNITY.WE ADHERE TO A DEEPLY ETHICAL APPROACH TO PHILANTHROPY, ONE THAT HOLDS OURSELVES ACCOUNTABLE TO BEING A TRUSTWORTHY PARTNER AND TO APPROACHING OUR WORK WITH HUMILITY AND RESPECT FOR THE EXPERTISE OF THE COMMUNITIES WE SERVE AND OF THE GOVERNMENT, NONPROFIT, BUSINESS SECTORS AND INDIVIDUALS WITH WHOM WE COLLABORATE. WE WILL BE OPEN-MINDED, LEARN CONSTANTLY, LISTEN CAREFULLY TO DIFFERENT EXPERIENCES AND DIFFERENT PERSPECTIVES, BUILD STRONG AND DIVERSE COALITIONS, SUPPORT COMMUNITY ENGAGEMENT AND ENGAGE IN SHARED DECISION-MAKING. GRANT OPPORTUNITIES ARE OFFERED BY THE SAN DIEGO FOUNDATION, THE SAN DIEGO WOMEN'S FOUNDATION, THE SAN DIEGO REGIONAL POLICY & INNOVATION CENTER AND OUR EIGHT REGIONAL AFFILIATE FOUNDATIONS (4SRANCH-DEL SUR, CARLSBAD, CHULA VISTA, ESCONDIDO, LA JOLLA, OCEANSIDE, RAMONA, AND RANCHO BERNARDO).

4b (Code:) (Expenses $ including grants of $) (Revenue $)

4c (Code:) (Expenses $ including grants of $) (Revenue $)

4d Other program services (Describe in Schedule O.)

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

4e **Total program service expenses** ▶ 163,084,857

Part IV Checklist of Required Schedules

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

Part IV Checklist of Required Schedules *(continued)*

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

Part V Statements Regarding Other IRS Filings and Tax Compliance

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

				Yes	No
1a	Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	1a	31		
b	Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	1b	0		
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?			1c Yes	

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

2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a	80		
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? **Note.** If the sum of lines 1a and 2a is greater than 250, you may be required to e-file. See instructions.			2b	Yes
3a	Did the organization have unrelated business gross income of $1,000 or more during the year?			3a	Yes
b	If "Yes," has it filed a Form 990-T for this year? *If "No" to line 3b, provide an explanation in Schedule O*			3b	Yes
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?			4a	No
b	If "Yes," enter the name of the foreign country: ▶ See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).				
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?			5a	No
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?			5b	No
c	If "Yes," to line 5a or 5b, did the organization file Form 8886-T?			5c	
6a	Does the organization have annual gross receipts that are normally greater than $100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?			6a	No
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?			6b	
7	**Organizations that may receive deductible contributions under section 170(c).**				
a	Did the organization receive a payment in excess of $75 made partly as a contribution and partly for goods and services provided to the payor?			7a	Yes
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?			7b	Yes
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?			7c	Yes
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d	3		
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?			7e	No
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?			7f	No
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?			7g	
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?			7h	
8	**Sponsoring organizations maintaining donor advised funds.** Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?			8	No
9	**Sponsoring organizations maintaining donor advised funds.**				
a	Did the sponsoring organization make any taxable distributions under section 4966?			9a	No
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?			9b	No
10	**Section 501(c)(7) organizations.** Enter:				
a	Initiation fees and capital contributions included on Part VIII, line 12	10a			
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b			
11	**Section 501(c)(12) organizations.** Enter:				
a	Gross income from members or shareholders	11a			
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b			
12a	**Section 4947(a)(1) non-exempt charitable trusts.** Is the organization filing Form 990 in lieu of Form 1041?			12a	
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year.	12b			
13	**Section 501(c)(29) qualified nonprofit health insurance issuers.**				
a	Is the organization licensed to issue qualified health plans in more than one state? **Note.** See the instructions for additional information the organization must report on Schedule O.			13a	
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b			
c	Enter the amount of reserves on hand	13c			
14a	Did the organization receive any payments for indoor tanning services during the tax year?			14a	No
b	If "Yes," has it filed a Form 720 to report these payments? *If "No," provide an explanation in Schedule O*			14b	
15	Is the organization subject to the section 4960 tax on payment(s) of more than $1,000,000 in remuneration or excess parachute payment(s) during the year?			15	No
16	Is the organization subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule N.			16	No
17	**Section 501(c)(21) organizations.** Did the trust, any disqualified person, or mine operator engage in any activities that would result in the imposition of an excise tax under section 4951, 4952, or 4953? If "Yes," complete Form 6069.			17	

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

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

Section A. Governing Body and Management

				Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year. If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.	1a	19		
b	Enter the number of voting members included in line 1a, above, who are independent	1b	19		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2			No
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?	3			No
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4			No
5	Did the organization become aware during the year of a significant diversion of the organization's assets?	5			No
6	Did the organization have members or stockholders?	6			No
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a			No
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b			No
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
a	The governing body?	8a		Yes	
b	Each committee with authority to act on behalf of the governing body?	8b		Yes	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? *If "Yes," provide the names and addresses in Schedule O*	9			No

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

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

Section C. Disclosure

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

18 Section 6104 requires an organization to make its Form 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.

☑ Own website ☐ Another's website ☑ Upon request ☐ Other (explain in Schedule O)

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

20 State the name, address, and telephone number of the person who possesses the organization's books and records:
▶JAMES HOWELL 2508 HISTORIC DECATUR ROAD 200 SAN DIEGO,CA 92106 (619) 235-2300

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

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

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

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

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

See the instructions for the order in which to list the persons above.

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee): Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
(1) CLIFFORD SCHIRESON BOARD MEMBER	2.00	X						0	0	0
(2) BECKY PETITT SECRETARY	2.00	X		X				0	0	0
(3) CINDY BERTRAND TREASURER	2.00	X		X				0	0	0
(4) COLLEEN DILLAWAY BOARD MEMBER	1.30	X						0	0	0
(5) ELISABETH EISNER FORBES BOARD MEMBER	1.30 0.20	X						0	0	0
(6) GISELE BONITZ BOARD MEMBER	1.30	X						0	0	0
(7) HAL DUNNING BOARD MEMBER	2.00 0.20	X						0	0	0
(8) JACOB JAMES BOARD MEMBER	1.30 1.00	X						0	0	0
(9) KEN DERRETT BOARD MEMBER	1.30	X						0	0	0
(10) KEVIN HAMILTON VICE CHAIR	1.30	X		X				0	0	0
(11) MEL KATZ BOARD MEMBER	2.00 0.50	X						0	0	0
(12) P KAY COLEMAN IMMEDIATE PAST CHAIR	2.00 1.50	X						0	0	0
(13) PRADEEP GIDWANI BOARD MEMBER	1.30 1.00	X						0	0	0
(14) STEVEN KLOSTERMAN CHAIR	2.00	X		X				0	0	0
(15) PAM LUSTER BOARD MEMBER	2.00	X						0	0	0
(16) PEDRO VILLEGAS BOARD MEMBER	2.00 1.00	X						0	0	0
(17) RUDY JOHNSON BOARD MEMBER	1.30	X						0	0	0

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee): Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
(18) ELVIN LAI BOARD MEMBER	1.30	X						0	0	0
(19) AMANDA MONTGOMERY BOARD MEMBER	1.30	X						0	0	0
(20) MARK STUART PRESIDENT & CEO	40.00 1.70			X				606,238	0	67,774
(21) JAMES HOWELL VP, CHIEF FINANCIAL OFFICE	40.00 5.00			X				341,909	0	65,568
(22) MATT FETTIG VP, CHIEF INVESTMENT OFFICER	40.00			X				315,442	0	45,607
(23) BRIAN ZUMBANO VP, DEVELOPMENT & STEWARDS	40.00					X		295,216	0	45,913
(24) CAMERON MATTSON DIRECTOR,DEVELOPMENT & STEWARDSHIP	40.00					X		218,421	0	34,888
(25) THERESA NAKATA VP, CHIEF COMMUNICATIONS OFFICER	40.00					X		257,570	0	25,226
(26) SUSAN GUINN CHIEF INNOVATION OFFICER	40.00 20.00					X		452,153	0	22,534
(27) PAMELA G PAYTON VP, CHIEF IMPACT & PARTNERSHIPS OFFICER	40.00					X		243,539	0	18,577
1b Sub-Total . . . . . ▶										
c Total from continuation sheets to Part VII, Section A . . . . ▶										
d Total (add lines 1b and 1c) . . . . . ▶								2,730,488	0	326,087

2 Total number of individuals (including but not limited to those listed above) who received more than $100,000 of reportable compensation from the organization ▶ 2 2

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

Section B. Independent Contractors

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

(A) Name and business address	(B) Description of services	(C) Compensation
VERUS 800 FIFTH AVE SUITE 3900 SEATTLE, WA 98104	INVESTMENT CONSULTANT	354,267
SOUTHWESTERN COMMUNITY COLLEGE DISTRICT 900 OTAY LAKES ROAD CHULA VISTA, CA 91910	ADMINISTRATIVE	312,511
6TH STREET CONSULTING 250 N HARBOR DR SUITE 321 REDONDO BEACH, CA 90277	TECHNOLOGY CONSULTANT	289,812
62ABOVE 444 WEST BEECH STREET SUITE 400 SAN DIEGO, CA 92101	ADVERTISING CONSULTANT	258,500
UNAMESA ASSOCIATION 1900 EMBARCADERO RD SUITE 109 PALO ALTO, CA 94303	INFORMATION TECHNOLOGY	157,500

2 Total number of independent contractors (including but not limited to those listed above) who received more than $100,000 of compensation from the organization ▶ 1 5

Part VIII Statement of Revenue

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

		(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514
Contributions, Gifts, Grants, and OtherAmt Similar Amounts	1a Federated campaigns . .	1a			
	b Membership dues . .	1b			
	c Fundraising events . .	1c			
	d Related organizations	1d	7,291,183		
	e Government grants (contributions)	1e	28,720,852		
	f All other contributions, gifts, grants, and similar amounts not included above	1f	178,815,235		
	g Noncash contributions included in lines 1a - 1f:$	1g	15,763,251		
	h **Total.** Add lines 1a-1f . . . . . ▶		214,827,270		

Program Service Revenue	Business Code				
2a CHARITABLE GIFT ADMINISTRATION	525920	5,995,211	5,995,211		
b INTERCOMPANY REIMBURSEMENT	525920	500,000	500,000		
c SHARED SERVICES REVENUE	525920	294,555	294,555		
d					
e					
f All other program service revenue.					
g **Total.** Add lines 2a–2f. . . . . ▶	6,789,766				

Other Revenue					
3 Investment income (including dividends, interest, and other similar amounts)		11,396,278			11,396,278
4 Income from investment of tax-exempt bond proceeds ▶					
5 Royalties . . . . . ▶					

		(i) Real	(ii) Personal				
6a Gross rents	6a	49,658					
b Less: rental expenses	6b	58,557					
c Rental income or (loss)	6c	-8,899					
d Net rental income or (loss) . . . . . ▶				-8,899			-8,899

		(i) Securities	(ii) Other				
7a Gross amount from sales of assets other than inventory	7a	238,118,095					
b Less: cost or other basis and sales expenses	7b	187,749,334					
c Gain or (loss)	7c	50,368,761					
d Net gain or (loss) . . . . . ▶				50,368,761			50,368,761

8a Gross income from fundraising events (not including $ _____ of contributions reported on line 1c). See Part IV, line 18	8a				
b Less: direct expenses	8b				
c Net income or (loss) from fundraising events . . ▶					
9a Gross income from gaming activities. See Part IV, line 19 . . .	9a				
b Less: direct expenses	9b				
c Net income or (loss) from gaming activities . . ▶					
10a Gross sales of inventory, less returns and allowances . .	10a				
b Less: cost of goods sold . .	10b				
c Net income or (loss) from sales of inventory . . ▶					

Miscellaneous Revenue	Business Code				
11a K-1 PASSTHROUGH	900099	192,197		192,197	
b					
c					
d All other revenue					
e **Total.** Add lines 11a–11d . . . . . ▶		192,197			
12 **Total revenue.** See instructions . . . . . ▶		283,565,373	6,789,766	192,197	61,756,140

Part IX Statement of Functional Expenses

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

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

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	145,846,842	145,846,842		
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16.	293,500	293,500		
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	1,501,430	393,030	832,102	276,298
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	7,290,127	3,032,043	2,105,760	2,152,324
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	880,108	394,089	244,563	241,456
9 Other employee benefits	631,978	282,415	175,371	174,192
10 Payroll taxes	483,190	205,831	150,545	126,814
11 Fees for services (non-employees):				
a Management				
b Legal	233,324	24,665	208,659	
c Accounting	147,191	12,875	134,316	
d Lobbying	18,000		18,000	
e Professional fundraising services. See Part IV, line 17				
f Investment management fees	6,309,778		6,309,778	
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)	12,800,162	11,398,598	1,370,114	31,450
12 Advertising and promotion	247,143	132,448	102,363	12,332
13 Office expenses	172,872	15,434	139,970	17,468
14 Information technology	1,038,035	387,117	638,380	12,538
15 Royalties				
16 Occupancy	114,768	837	113,931	
17 Travel	8,555	2,764	2,793	2,998
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	291,265	70,498	192,328	28,439
20 Interest	204,842	91,897	56,326	56,619
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	621,689	274,163	178,612	168,914
23 Insurance	143,949	62,193	43,438	38,318
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a DUES & SUBSCRIPTIONS	217,408	49,283	149,127	18,998
b PROPERTY MANAGEMENT	161,353	72,387	44,368	44,598
c				
d				
e All other expenses	256,093	41,948	187,364	26,781
25 **Total functional expenses.** Add lines 1 through 24e	179,913,602	163,084,857	13,398,208	3,430,537
26 **Joint costs.** Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ▶ ☐ if following SOP 98-2 (ASC 958-720).				

Part X Balance Sheet

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

				(A) Beginning of year		(B) End of year
Assets	1	Cash–non-interest-bearing		14,187,477	1	27,316,590
	2	Savings and temporary cash investments		35,030,437	2	43,495,007
	3	Pledges and grants receivable, net		2,536,813	3	602,109
	4	Accounts receivable, net			4	
	5	Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons			5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)			6	
	7	Notes and loans receivable, net			7	
	8	Inventories for sale or use			8	
	9	Prepaid expenses and deferred charges		235,714	9	455,493
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 16,441,485			
	b	Less: accumulated depreciation	10b 10,513,858	6,250,925	10c	5,927,627
	11	Investments—publicly traded securities		724,470,079	11	622,674,989
	12	Investments—other securities. See Part IV, line 11		327,108,449	12	412,104,785
	13	Investments—program-related. See Part IV, line 11			13	
	14	Intangible assets			14	
	15	Other assets. See Part IV, line 11		192,595,022	15	186,248,408
	16	**Total assets.** Add lines 1 through 15 (must equal line 33)		1,302,414,916	16	1,298,825,008
Liabilities	17	Accounts payable and accrued expenses		7,104,235	17	8,192,736
	18	Grants payable		10,192,237	18	7,142,331
	19	Deferred revenue		334,000	19	2,000,000
	20	Tax-exempt bond liabilities		10,850,972	20	10,559,599
	21	Escrow or custodial account liability. Complete Part IV of Schedule D		121,560,399	21	117,387,174
	22	Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons			22	
	23	Secured mortgages and notes payable to unrelated third parties			23	
	24	Unsecured notes and loans payable to unrelated third parties			24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17 - 24). Complete Part X of Schedule D		4,559,083	25	4,675,599
	26	**Total liabilities.** Add lines 17 through 25		154,600,926	26	149,957,439
Net Assets or Fund Balances		**Organizations that follow FASB ASC 958, check here ▶ ☑ and complete lines 27, 28, 32, and 33.**				
	27	Net assets without donor restrictions		436,418,240	27	461,938,926
	28	Net assets with donor restrictions		711,395,750	28	686,928,643
		Organizations that do not follow FASB ASC 958, check here ▶ ☐ and complete lines 29 through 33.				
	29	Capital stock or trust principal, or current funds			29	
	30	Paid-in or capital surplus, or land, building or equipment fund			30	
	31	Retained earnings, endowment, accumulated income, or other funds			31	
	32	Total net assets or fund balances		1,147,813,990	32	1,148,867,569
	33	Total liabilities and net assets/fund balances		1,302,414,916	33	1,298,825,008

Part XI Reconcilliation of Net Assets

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

1	Total revenue (must equal Part VIII, column (A), line 12)	1	283,565,373
2	Total expenses (must equal Part IX, column (A), line 25)	2	179,913,602
3	Revenue less expenses. Subtract line 2 from line 1	3	103,651,771
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	1,147,813,990
5	Net unrealized gains (losses) on investments	5	-109,862,957
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	7,264,765
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column	10	1,148,867,569

Part XII Financial Statements and Reporting

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

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

Additional Data

Return to Form

Software ID:

Software Version:

Form 990, Special Condition Description:

Special Condition Description

SCHEDULE A
(Form 990)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

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

OMB No. 1545-0047

2021

Open to Public Inspection

Name of the organization
THE SAN DIEGO FOUNDATION

Employer identification number
95-2942582

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

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

1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**

2 ☐ A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990).)

3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**

4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state:

5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)

6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**

7 ☐ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)

8 ☑ A community trust described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)

9 ☐ An agricultural research organization described in **170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land grant college of agriculture. See instructions. Enter the name, city, and state of the college or university:

10 ☐ An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)

11 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**

12 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.

a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**

b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**

c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**

d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**

e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.

f Enter the number of supported organizations . . . . . .

g Provide the following information about the supported organization(s).

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

Part II **Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)** (Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization failed to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grant.") . .	138,396,808	54,970,967	86,134,512	121,896,796	214,827,270	616,226,353
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge. .						
4 **Total.** Add lines 1 through 3	138,396,808	54,970,967	86,134,512	121,896,796	214,827,270	616,226,353
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) . .						183,402,633
6 **Public support.** Subtract line 5 from line 4.						432,823,720

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
7 Amounts from line 4. .	138,396,808	54,970,967	86,134,512	121,896,796	214,827,270	616,226,353
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources . . .	12,783,905	13,830,248	13,645,590	10,518,811	11,445,936	62,224,490
9 Net income from unrelated business activities, whether or not the business is regularly carried on. .	68,671	175,232	177,264		28,518	449,685
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.). .						
11 **Total support.** Add lines 7 through 10						678,900,528

12 Gross receipts from related activities, etc. (see instructions) **12** 60,339,018

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

Section C. Computation of Public Support Percentage

14 Public support percentage for 2021 (line 6, column (f) divided by line 11, column (f)) . . . . . **14** 63.750 %

15 Public support percentage for 2020 Schedule A, Part II, line 14 . . . . . **15** 64.180 %

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

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

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

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

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

Part III **Support Schedule for Organizations Described in Section 509(a)(2)**
(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

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

Section B. Total Support

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

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

Section C. Computation of Public Support Percentage

15	Public support percentage for 2021 (line 8, column (f) divided by line 13, column (f))	15
16	Public support percentage from 2020 Schedule A, Part III, line 15	16

Section D. Computation of Investment Income Percentage

17	Investment income percentage for **2021** (line 10c, column (f) divided by line 13, column (f))	17
18	Investment income percentage from **2020** Schedule A, Part III, line 17	18

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

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

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

Part IV Supporting Organizations

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

Section A. All Supporting Organizations

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

Part IV Supporting Organizations (continued)

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

Section B. Type I Supporting Organizations

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

Section C. Type II Supporting Organizations

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

Section D. All Type III Supporting Organizations

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

Section E. Type III Functionally-Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year **(see instructions)**:

a ☐ The organization satisfied the Activities Test. Complete **line 2** below.

b ☐ The organization is the parent of each of its supported organizations. Complete **line 3** below.

c ☐ The organization supported a governmental entity. Describe in **Part VI** how you supported a government entity (see instructions)

2 Activities Test. **Answer lines 2a and 2b below.**

			Yes	No
a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? *If "Yes," then in* ***Part VI identify those supported organizations and explain*** *how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.*	2a		
b	Did the activities described on line 2a, above constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? *If "Yes," explain in* ***Part VI*** *the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.*	2b		
3	Parent of Supported Organizations. **Answer lines 3a and 3b below.**			
a	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? *If "Yes" or "No", provide details in* ***Part VI.***	3a		
b	Did the organization exercise a substantial degree of direction over the policies, programs and activities of each of its supported organizations? *If "Yes," describe in* ***Part VI.*** *the role played by the organization in this regard.*	3b		

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

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

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

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

	Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1		
2	Enter 85% of line 1	2		
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3		
4	Enter greater of line 2 or line 3	4		
5	Income tax imposed in prior year	5		
6	**Distributable Amount.** Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)	6		

7 ☐ Check here if the current year is the organization's first as a non-functionally-integrated Type III supporting organization (see instructions)

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

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

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

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

Facts And Circumstances Test

Return Reference	Explanation

Additional Data

Return to Form

Software ID:

Software Version:

SCHEDULE C
(Form 990)

Department of the Treasury
Internal Revenue Service

Political Campaign and Lobbying Activities

For Organizations Exempt From Income Tax Under section 501(c) and section 527

▶**Complete if the organization is described below.** ▶**Attach to Form 990 or Form 990-EZ.**
▶**Go to *www.irs.gov/Form990* for instructions and the latest information.**

OMB No. 1545-0047

2021

Open to Public Inspection

If the organization answered "Yes" on Form 990, Part IV, Line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then
- Section 501(c)(3) organizations: Complete Parts I-A and B. Do not complete Part I-C.
- Section 501(c) (other than section 501(c)(3)) organizations: Complete Parts I-A and C below. Do not complete Part I-B.
- Section 527 organizations: Complete Part I-A only.

If the organization answered "Yes" on Form 990, Part IV, Line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then
- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)): Complete Part II-A. Do not complete Part II-B.
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)): Complete Part II-B. Do not complete Part II-A.

If the organization answered "Yes" on Form 990, Part IV, Line 5 (Proxy Tax) (see separate instructions) or Form 990-EZ, Part V, line 35c (Proxy Tax) (see separate instructions), then
- Section 501(c)(4), (5), or (6) organizations: Complete Part III.

Name of the organization	Employer identification number
THE SAN DIEGO FOUNDATION	95-2942582

Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

1 Provide a description of the organization's direct and indirect political campaign activities in Part IV. See instructions for definition of "political campaign activities."

2 Political campaign activity expenditures. See instructions ..... ▶ $

3 Volunteer hours for political campaign activities. See instructions .....

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

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

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

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

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

b If "Yes," describe in Part IV.

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

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

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

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

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

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

(a) Name	**(b)** Address	**(c)** EIN	**(d)** Amount paid from filing organization's funds. If none, enter -0-.	**(e)** Amount of political contributions received and promptly and directly delivered to a separate political organization. If none, enter -0-.
1				
2				
3				
4				
5				
6				

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

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

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

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)	**(a)** Filing organization's totals	**(b)** Affiliated group totals
1a Total lobbying expenditures to influence public opinion (grass roots lobbying)	0	
b Total lobbying expenditures to influence a legislative body (direct lobbying)	18,000	
c Total lobbying expenditures (add lines 1a and 1b)	18,000	
d Other exempt purpose expenditures	179,895,602	
e Total exempt purpose expenditures (add lines 1c and 1d)	179,913,602	
f Lobbying nontaxable amount. Enter the amount from the following table in both columns.	1,000,000	
g Grassroots nontaxable amount (enter 25% of line 1f)	250,000	
h Subtract line 1g from line 1a. If zero or less, enter -0-.	0	
i Subtract line 1f from line 1c. If zero or less, enter -0-.	0	

If the amount on line 1e, column (a) or (b) is:	**The lobbying nontaxable amount is:**
Not over $500,000	20% of the amount on line 1e.
Over $500,000 but not over $1,000,000	$100,000 plus 15% of the excess over $500,000.
Over $1,000,000 but not over $1,500,000	$175,000 plus 10% of the excess over $1,000,000.
Over $1,500,000 but not over $17,000,000	$225,000 plus 5% of the excess over $1,500,000.
Over $17,000,000	$1,000,000.

j If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year? ☐ **Yes** ☐ **No**

4-Year Averaging Period Under Section 501(h)

(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the separate instructions for lines 2a through 2f.)

Lobbying Expenditures During 4-Year Averaging Period

Calendar year (or fiscal year beginning in)	**(a)** 2018	**(b)** 2019	**(c)** 2020	**(d)** 2021	**(e)** Total
2a Lobbying nontaxable amount		1,000,000	1,000,000	1,000,000	3,000,000
b Lobbying ceiling amount (150% of line 2a, column(e))					4,500,000
c Total lobbying expenditures		10,575	14,100	18,000	42,675
d Grassroots nontaxable amount		250,000	250,000	250,000	750,000
e Grassroots ceiling amount (150% of line 2d, column (e))					1,125,000
f Grassroots lobbying expenditures					

Part II-B **Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).**

For each "Yes" response on lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity.		(a) Yes	(a) No	(b) Amount
1	During the year, did the filing organization attempt to influence foreign, national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of:			
a	Volunteers?			
b	Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?			
c	Media advertisements?			
d	Mailings to members, legislators, or the public?			
e	Publications, or published or broadcast statements?			
f	Grants to other organizations for lobbying purposes?			
g	Direct contact with legislators, their staffs, government officials, or a legislative body?			
h	Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?			
i	Other activities?			
j	Total. Add lines 1c through 1i			
2a	Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?			
b	If "Yes," enter the amount of any tax incurred under section 4912			
c	If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
d	If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?			

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

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

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

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

Part IV **Supplemental Information**

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

Return Reference	Explanation

Additional Data

Return to Form

Software ID:

Software Version:

SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

▶ Complete if the organization answered "Yes," on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
▶ Attach to Form 990.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2021

Open to Public Inspection

Name of the organization
THE SAN DIEGO FOUNDATION

Employer identification number
95-2942582

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

		(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year	698	1,655
2	Aggregate value of contributions to (during year)	135,625,642	80,066,807
3	Aggregate value of grants from (during year)	79,959,769	69,942,844
4	Aggregate value at end of year	653,220,653	650,766,182

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ☑ Yes ☐ No

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? ☑ Yes ☐ No

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

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

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

			Held at the End of the Year
a	Total number of conservation easements	2a	
b	Total acreage restricted by conservation easements	2b	
c	Number of conservation easements on a certified historic structure included in (a)	2c	
d	Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register	2d	

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

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

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No

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

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

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? ☐ Yes ☐ No

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

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

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

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

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

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

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

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

b Assets included in Form 990, Part X ▶ $

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

3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):

- **a** ☐ Public exhibition
- **b** ☐ Scholarly research
- **c** ☐ Preservation for future generations
- **d** ☐ Loan or exchange programs
- **e** ☐ Other

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?. . . ☐ **Yes** ☐ **No**

Part IV Escrow and Custodial Arrangements.

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

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? . . . ☐ **Yes** ☑ **No**

b If "Yes," explain the arrangement in Part XIII and complete the following table:

		Amount
c	Beginning balance	**1c**
d	Additions during the year	**1d**
e	Distributions during the year	**1e**
f	Ending balance	**1f**

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? . . . ☑ **Yes** ☐ **No**

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

Part V Endowment Funds.

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

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance	694,483,439	542,902,596	531,411,766	507,999,312	438,067,946
b Contributions	32,255,865	14,702,601	17,856,613	16,688,952	48,963,519
c Net investment earnings, gains, and losses	-2,119,873	155,533,627	10,582,218	22,737,231	34,523,932
d Grants or scholarships	11,906,443	10,589,177	9,646,166	9,395,058	8,206,254
e Other expenditures for facilities and programs	4,269,442	3,626,310	3,015,532	2,584,391	1,477,680
f Administrative expenses	4,911,982	4,439,898	4,286,303	4,034,281	3,872,152
g End of year balance	703,531,564	694,483,439	542,902,596	531,411,766	507,999,312

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

- **a** Board designated or quasi-endowment ▶ 4.800 %
- **b** Permanent endowment ▶ 71.820 %
- **c** Term endowment ▶ 23.380 %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

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

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

Part VI Land, Buildings, and Equipment.

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

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land		1,215,000		1,215,000
b Buildings		12,397,982	8,036,271	4,361,711
c Leasehold improvements				
d Equipment		1,696,602	1,372,463	324,139
e Other		1,131,901	1,105,124	26,777
Total. Add lines 1a through 1e. *(Column (d) must equal Form 990, Part X, column (B), line 10(c).)* ▶				5,927,627

Part VII Investments - Other Securities.
Complete if the organization answered "Yes" on Form 990, Part IV, line 11b.See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other		
(A) AG CAPITAL RECOVERY VIII HOLDINGS, L.P.	374,822	F
(B) ANGELES EQUITY PARTNERS I, LP	2,537,760	F
(C) AREOF III PARALLEL A DREIT AIV FEEDER, L.P	1,597,114	F
(D) ARES US REAL ESTATE OPPORTUNITY PARALLELFUND III-A, L.P	2,683,800	F
(E) AUDAX MEZZANINE FUND III LP	178,515	F
(F) AUDAX PRIVATE EQUITY FUND VI-A LP	5,051,389	F
(G) AURELIUS CAPITAL MANAGEMENT, LP	13,072,964	F
(H) BCP II	3,730,144	F
(I) CANVAS VENTURES 3, LP	4,985,054	F
(J) CARRONADE CAPITAL OFFSHORE, LP	12,187,016	F
(K) CF DAVIDSON KEMPNER INTERNATIONAL BVI TRANCHE 3 1OCT18	2,408,252	F
(L) CF ANCHORAGE CAPITAL PARTNER OFFSHORE LTD SER K	1,869,304	F
(M) CF ANCHORAGE CAPITAL PARTNERS OFFSHORE LTD CL M STAGGERED SER 943 FUND	5,522,855	F
(N) CF DAVID KEMPNER INTL (BVI) (BVI)CL C 3 01 JAN 20	14,498,546	F
(O) CF ELLIOTT INTL LTD CL B FD	9,427,859	F
(P) CF ELLIOTT INTL LTD CL C FD	2,804,666	F
(Q) CF RIPOSTE GLOBAL OPPORTUNITY FUND, LTD F-2021-03	10,032,460	F
(R) CF RIPOSTE GLOBAL OPPORTUNITY FUND, LTD F-2021-03	2,268,887	F
(S) CF RREEF AMERICA REIT II	22,184,970	F
(T) CF SOUTHPOINT QUALIFIED OFFSHORE FUND, LTD CL NON RESTRICTED SER 03 2021	7,416,356	F
(U) CF SOUTHPOINT QUALIFIED OFFSHORE FUND, LTD CL NON-RESTRICTED SER 03 2021	2,065,254	F
(V) CF STATE STREET GLOBAL ADVISORS REAL ASSET NL CTF (CM5Q)	45,233,222	F
(W) CF STATE STREET GLOBAL ADVISORS REAL ASSET NL CTF (CM5Q)	9,032,556	F
(X) CF TACONIC OPPORTUNITY OFFSHORE FUND LTD. A-NR SER 97400	2,393,574	F
(Y) CF TACONIC OPPORTUNITY OFFSHORE FUND LTDCLASS U-NR SERIES 57810	9,832,329	F
(Z) CLAYTON, DUBILIER & RICE FUND XI, LP	4,957,434	F
(AA) DAVIDSON KEMPNER LONG-TERM DISTRESSED OPPORTUNITIES INTERNATIONAL V LP	9,956,173	F
(AB) DOVER STREET VIII CAYMAN FUND LP	877,609	F
(AC) ELLIOTT CIC 1	7,628,886	F
(AD) ELLIOTT CIC 2 B	4,674,750	F
(AE) ELLIOTT CIC 2	3,622,384	F
(AF) ENERGY SPECTRUM PARTNERS VIII LP	1,990,053	F
(AG) EQT INFRASTRUCTURE V	3,135,418	F
(AH) FIR TREE INTERNATIONAL VALUE FUND (USTE), LP	8,879,997	F
(AI) GREAT HILL EQUITY PARTNERS VI,LP	7,742,433	F
(AJ) GREAT HILL EQUITY PARTNERS VII LP	3,756,546	F
(AK) INDUS PACIFIC OPPORTUNITIES FUND	6,230,839	F
(AL) LEFT LANE CAPITAL II	620,571	F
(AM) MILLSTREET CREDIT OFFSHORE FUND	5,000,000	F
(AN) MONROE CAPITAL FEEDER FUND IV	5,956,270	F
(AO) OAKTREE OPPORTUNITIES FUND IX, LP	3,753,682	F
(AP) OAKTREE OPPORTUNITIES FUND X	2,058,344	F
(AQ) OAKTREE OPPORTUNITIES FUND XB FEEDER (CAYMAN), LP	10,298,629	F
(AR) OAKTREE REAL ESTATE OPPORTUNITIES FUND VI LP	1,611,255	F
(AS) OAKTREE REAL ESTATE OPPORTUNITIES FUND VII, LP	3,769,020	F
(AT) OAKTREE REAL ESTATE OPPORTUNITIES FUND VIII, LP	2,063,250	F
(AU) PCCP EQUITY IX	3,171,059	F
(AV) PEAK ROCK CAPITAL FUND III-A LP	1,865,917	F
(AW) PEAK ROCK REAL ESTATE FUND I	3,704,246	F
(AX) PENN SQUARE GLOBAL REAL ESTATE FUND I	32,843	F
(AY) PENN SQUARE GLOBAL REAL ESTATE FUND II	64,390	F
(AZ) REALTY ASSOCIATES FUND X LP	4,779	F
(BA) REALTY ASSOCIATES FUND XI UTP, LP	10,560,745	F
(BB) SCULPTOR REAL ESTATE PARALLEL FUND IV B LP	2,382,813	F
(BC) STEPSTONE SECONDARY OPPORTUNITIES FUND II LP	931,324	F
(BD) STEPSTONE TACTICAL GROWTH FUND OFFSHORE II LP	21,213,207	F
(BE) STEPSTONE TACTICAL GROWTH FUND III OFFSHORE, L.P	6,311,009	F
(BF) STEPSTONE TACTICAL GROWTH FUND OFFSHORE LP	5,590,424	F
(BG) TAMARACK GLOBAL HEALTHCARE FUND QP, LP	11,603,330	F
(BH) TAMARACK GLOBAL HEALTHCARE FUND QP, LP LT	2,305,942	F
(BI) TAURUS MINING FINANCE FUND NO.2, LP	1,364,207	F
(BJ) THE REALTY ASSOCIATES FUND XII UTP, LP	15,638,553	F
(BK) THOMPSON STREET CAPITAL VI	1,216,618	F
(BL) TIGER INFRASTRUCTURE FUND III	1,828,112	F
(BM) VISION RIDGE SUSTAINABLE ASSET FUND III LP	1,227,381	F
(BN) WELLSPRING CAPITAL PARTNERS VI LP	12,095,924	F
(BO) AMERICAN FUNDS	8,273	F
(BP) JP MORGAN JOINT VENTURE -BEYSTER	57,653	F
(BQ) GOLDMAN SACHS - ALL	334,823	F
(BR) SCHWAB	74,758	F
(BS) MORGAN	305,286	F
(BT) CROWELL, WEEDON -	44,805	F
(BU) MORGAN STANLEY - TAV	133,446	F
(BV) MISSION DRIVEN FINANCE - IMPACT INVESTING	3,564,671	F
(BW) PRIVATELY HELD STOCK (TOPOL, ROPER, BROWN, MCCARTHY)	5,874,341	F
(BX) COHEN & STEERS INSTL REALTY SHARES	485,979	F
(BY) COHEN & STEERS INSTL REALTY SHARES	998,370	F
(BZ) ISHARES SHORT-TERM TIPS BOND IDX INS	460,494	F
(CA) ISHARES SHORT-TERM TIPS BOND IDX INS	946,016	F
(CB) PRINCIPAL DIVERSIFIED REAL ASSET INS	3,729,836	F
Total. *(Column (b) must equal Form 990, Part X, col. (B) line 12.)* ▶	412,104,785	

Part VIII Investments - Program Related.
Complete if the organization answered 'Yes' on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. *(Column (b) must equal Form 990, Part X, col.(B) line 13.)* ▶		

Part IX Other Assets.
Complete if the organization answered 'Yes' on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)PRESENT VALUE OF DEFERRED GIFT	20,369,513
(2)LIFE INSURANCE POLICIES	1,089,617
(3)OTHER RECEIVABLES	3,684,118
(4)OTHER ASSETS	352,641
(5)UNITS IN LIMITED PARTNERSHIP	159,527,809
(6)DUE FROM RELATED PARTY	1,224,710
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, col.(B) line 15.)* ▶	186,248,408

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

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, col.(B) line 25.)* ▶	4,675,599

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII ☑

Part XI **Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.**
Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements			1	
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:				
a	Net unrealized gains (losses) on investments	2a			
b	Donated services and use of facilities	2b			
c	Recoveries of prior year grants	2c			
d	Other (Describe in Part XIII.)	2d			
e	Add lines **2a** through **2d**			2e	
3	Subtract line **2e** from line **1**			3	
4	Amounts included on Form 990, Part VIII, line 12, but not on line **1**:				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIII.)	4b			
c	Add lines **4a** and **4b**			4c	
5	Total revenue. Add lines **3** and **4c.** (This must equal Form 990, Part I, line 12.)			5	

Part XII **Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.**
Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements			1	
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:				
a	Donated services and use of facilities	2a			
b	Prior year adjustments	2b			
c	Other losses	2c			
d	Other (Describe in Part XIII.)	2d			
e	Add lines **2a** through **2d**			2e	
3	Subtract line **2e** from line **1**			3	
4	Amounts included on Form 990, Part IX, line 25, but not on line **1:**				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIII.)	4b			
c	Add lines **4a** and **4b**			4c	
5	Total expenses. Add lines **3** and **4c.** (This must equal Form 990, Part I, line 18.)			5	

Part XIII

Supplemental Information

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

Return Reference	Explanation
PART IV, LINE 2B:	THE ORGANIZATION HOLDS AMOUNTS ON BEHALF OF OTHERS. THE FUNDS ARE SET UP BY UNAFFILIATED NON-PROFIT ORGANIZATIONS FOR THEIR OWN BENEFIT WITH THE FOUNDATION AS CUSTODIAN.
PART V, LINE 4:	THE SAN DIEGO FOUNDATION ENCOURAGES DONORS AND AGENCIES TO OPEN ENDOWMENT FUNDS FOR THE PURPOSE OF ENSURING FUTURE SUPPORT FOR THE NON-PROFIT AGENCIES WITHIN THE SAN DIEGO REGION. AS A PERMANENT ENDOWMENT, A PORTION OF THE EARNINGS OF THE FUND ARE GRANTED TO NON-PROFITS FOR EITHER GENERAL OR SPECIFIC SUPPORT. THE AMOUNT OF EARNINGS DISTRIBUTED IS DETERMINED BY THE FOUNDATION'S SPENDING POLICY, WHICH AT THIS TIME IS TO DISBURSE 5% ANNUALLY, BASED UPON ENDOWMENT PRINCIPAL AND MARKET VALUE OVER THE LAST 36 MONTHS. IF THE MARKET VALUE OF THE ENDOWMENT PRINCIPAL OF ANY FUND IS LESS THAN THE INITIAL VALUE OF ALL THE CONTRIBUTIONS MADE TO THE ENDOWMENT PRINCIPAL, THEN DISTRIBUTIONS WILL BE LIMITED TO INTEREST AND DIVIDENDS RECEIVED IN THE CURRENT MONTH. THIS ENSURES CONTINUAL SUPPORT RATHER THAN NON-PROFITS RECEIVING LARGE ONE-TIME GRANTS THAT MAKE BUDGETING FOR THEIR ANNUAL OPERATIONS DIFFICULT.
PART X, LINE 2:	THE FOUNDATION IS EXEMPT FROM INCOME TAXES UNDER THE CURRENT PROVISIONS OF THE INTERNAL REVENUE CODE SECTION 501(C)(3) AND SECTION 23701(D) OF THE CALIFORNIA FRANCHISE TAX CODE. ALL TAX-EXEMPT ENTITIES ARE SUBJECT TO REVIEW AND AUDIT BY FEDERAL, STATE AND OTHER APPLICABLE AGENCIES. SUCH AGENCIES MAY REVIEW THE TAXABILITY OF UNRELATED BUSINESS INCOME, OR THE QUALIFICATION OF THE TAX-EXEMPT ENTITY UNDER THE INTERNAL REVENUE CODE AND APPLICABLE STATE STATUTES. THE FOUNDATION DOES NOT HAVE ANY MATERIAL UNCERTAIN TAX POSITIONS.

Additional Data

Return to Form

Software ID:

Software Version:

SCHEDULE F (Form 990)

Department of the Treasury
Internal Revenue Service

Statement of Activities Outside the United States

▶ Complete if the organization answered "Yes" to Form 990, Part IV, line 14b, 15, or 16.
▶ Attach to Form 990.
▶ Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

2021

Open to Public Inspection

Name of the organization
THE SAN DIEGO FOUNDATION

Employer identification number
95-2942582

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

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

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

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

(a) Region	**(b)** Number of offices in the region	**(c)** Number of employees, agents, and independent contractors in the region	**(d)** Activities conducted in region (by type) (such as, fundraising, program services, investments, grants to recipients located in the region)	**(e)** If activity listed in (d) is a program service, describe specific type of service(s) in the region	**(f)** Total expenditures for and investments in the region
(1) NORTH AMERICA - CANADA AND MEXICO, BUT NOT THE UNITED STATES	0	0	GRANTMAKING		280,000
(2) SOUTH ASIA - AFGHANISTAN, BANGLADESH, BHUTAN, INDIA, MALDIVES, NEPAL,	0	0	GRANTMAKING		13,500
(3) CENTRAL AMERICA AND THE CARIBBEAN - ANTIGUA & BARBUDA, ARUBA, BAHAMAS,	0	0	INVESTMENTS		203,404,333
(4) EUROPE (INCLUDING ICELAND & GREENLAND) - ALBANIA, ANDORRA, AUSTRIA, BELGIUM	0	0	INVESTMENTS		2,890,601
(5)					
(6)					
(7)					
(8)					
(9)					
(10)					
(11)					
(12)					
(13)					
(14)					
(15)					
(16)					
(17)					
3a Sub-total	0	0			206,588,434
b Total from continuation sheets to Part I . . .	0	0			0
c Totals (add lines 3a and 3b)	0	0			206,588,434

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

1	(a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of noncash assistance	(h) Description of noncash assistance	(i) Method of valuation (book, FMV, appraisal, other)
(1)			NORTH AMERICA - CANADA AND MEXICO, BUT NOT THE UNITED STATES	GENERAL SUPPORT	280,000	WIRE	0		
(2)			SOUTH ASIA - AFGHANISTAN, BANGLADESH, BHUTAN, INDIA, MALDIVES, NEPAL,	GENERAL SUPPORT	13,500	WIRE	0		
(3)									
(4)									
(5)									
(6)									
(7)									
(8)									
(9)									
(10)									
(11)									
(12)									
(13)									
(14)									
(15)									
(16)									

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

3 Enter total number of other organizations or entities . . . . . ▶ 0

Part III **Grants and Other Assistance to Individuals Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 16. Part III can be duplicated if additional space is needed.

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

Part IV Foreign Forms

1 Was the organization a U.S. transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926)* . . . . . ☑ Yes ☐ No

2 Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to separately file Form 3520, Annual Return to Report Transactions with Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A; don't file with Form 990)* . . . . . ☐ Yes ☑ No

3 Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons with Respect to Certain Foreign Corporations. (see Instructions for Form 5471)* . . . . . ☑ Yes ☐ No

4 Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund. (see Instructions for Form 8621)* . ☑ Yes ☐ No

5 Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons with Respect to Certain Foreign Partnerships (see Instructions for Form 8865)* . . . . . ☑ Yes ☐ No

6 Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to separately file Form 5713, International Boycott Report (see Instructions for Form 5713; don't file with Form 990).* . . . . . ☐ Yes ☑ No

Part V **Supplemental Information**

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

ReturnReference	Explanation
PART I, LINE 2:	THE SAN DIEGO FOUNDATION MONITORS USE OF GRANT FUNDS OUTSIDE THE UNITED STATES BY FOLLOWING STRICT PROTOCOLS. WHEN AN INTERNATIONAL GRANT IS REQUESTED, THE FOUNDATION DOES AN EQUIVALENCY DETERMINATION, WHICH REQUIRES DOCUMENTATION FROM THE ORGANIZATION TO SHOW THAT IT FUNCTIONS SIMILARLY TO A U.S. NONPROFIT ENTITY. AFTER THE FOUNDATION HAS RECEIVED THE INFORMATION AND HAS DETERMINED THAT IRS STANDARDS AND REQUIREMENTS HAVE BEEN MET, THE FOUNDATION SENDS THE ORGANIZATION AN INTERNATIONAL GRANT AGREEMENT PRIOR TO DISBURSEMENT OF FUNDS. THE AGREEMENT CERTIFIES THAT THE ORGANIZATION IS IN COMPLETE UNDERSTANDING AND AGREEMENT THAT FUNDS ARE TO BE USED FOR CHARITABLE PURPOSES ONLY.
PART III ACCOUNTING METHOD:	
PART I, LINE 3, COLUMN F:	METHOD OF ACCOUNTING - ACCRUAL BASIS
PART II, LINE 1:	METHOD OF ACCOUNTING - ACCRUAL BASIS

Additional Data

Software ID:

Software Version:

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

(a) Type of grant or assistance	**(b)** Number of recipients	**(c)** Amount of cash grant	**(d)** Amount of noncash assistance	**(e)** Method of valuation (book, FMV, appraisal, other)	**(f)** Description of noncash assistance
(1)					
(2)					
(3)					
(4)					
(5)					
(6)					
(7)					

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

Return Reference	Explanation
PART I, LINE 2:	WHEN A DONOR ADVISED GRANT RECOMMENDATION IS RECEIVED, THE FOUNDATION'S GRANTS ADMINISTRATION TEAM RESEARCHES THE ORGANIZATION TO ENSURE THAT THE ORGANIZATION QUALIFIES AS HAVING 501(C)(3) PUBLIC CHARITY TAX EXEMPT STATUS OR EQUIVALENT AS REQUIRED BY THE IRS, BY CHECKING IN THE CHARITY CHECK DATABASE, GUIDESTAR. ORGANIZATIONS EXISTING IN THE DATABASE ARE VERIFIED ANNUALLY. IF THE FOUNDATION'S LAST REVIEW WAS MORE THAN A YEAR AGO, IF THE RECOMMENDED GRANTEE HAS NOT PREVIOUSLY BEEN ISSUED A GRANT, OR IF THE EIN IS NOT LISTED IN THE FOUNDATION'S DATABASE, GRANTS ADMINISTRATION VERIFIES PUBLIC CHARITY STATUS THROUGH GUIDESTAR.ORG (A WEBSITE THAT PULLS TAX EXEMPTION INFORMATION FROM THE INTERNAL REVENUE SERVICE DATABASE), SEARCHES FOR THE ORGANIZATION DIRECTLY ON THE IRS WEBSITE, OR CALLS THE INTERNAL REVENUE SERVICE TO ENSURE ITS 501(C)(3) PUBLIC CHARITY STATUS. PROVIDED THE NONPROFIT IS IN GOOD STANDING WITH THE IRS, THE GRANT RECOMMENDATION IS PROCESSED THROUGH THE WEEKLY APPROVAL POLL AND FORWARDED TO THE PRESIDENT AND CEO OF THE FOUNDATION FOR APPROVAL. GRANTS $1,000,000 OR ABOVE ARE SENT TO THE EXECUTIVE COMMITTEE OF THE BOARD OF GOVERNORS OF THE SAN DIEGO FOUNDATION FOR APPROVAL. AFTER APPROVAL IS SECURED, THE GRANT IS DISTRIBUTED TO THE NONPROFIT ORGANIZATION. THE SAN DIEGO FOUNDATION HAS THREE DISTINCT TYPES OF GRANTS WITH DIFFERING MONITORING PROCESSES. 1. THE COMPETITIVE GRANT CYCLE IS TYPICALLY ONE YEAR. EITHER A SIX-MONTH PROGRESS AND TWELVE-MONTH FINAL REPORT OR JUST A TWELVE-MONTH FINAL REPORT IS REQUIRED FOR EACH COMPETITIVE GRANT. IN THE PROGRESS AND FINAL REPORTS, THE GRANTEES ARE ASKED TO INFORM THE FOUNDATION OF THEIR SUCCESSES AND CHALLENGES IN MEETING THE AGREED UPON RESULTS FOR THE GRANT. PROGRESS AND FINAL REPORT GUIDELINE TEMPLATES ARE PROVIDED, AND REPORTS MUST BE RECEIVED IN ORDER TO BE ELIGIBLE FOR FUTURE FUNDING. 2. THE SAN DIEGO FOUNDATION OFFERS A VARIETY OF SCHOLARSHIP GRANTS PAID TO STUDENTS THROUGH THEIR COLLEGE, UNIVERSITY OR TRADE/VOCATIONAL SCHOOL FINANCIAL AID DEPARTMENT. SCHOLARSHIPS ARE MONITORED CLOSELY TO ENSURE COMPLIANCE ON BEHALF OF THE SCHOLARSHIP RECIPIENT AND THE SCHOOL. THE MAJORITY OF THE FOUNDATION'S SCHOLARSHIPS ARE PAID TWICE PER YEAR. HALF OF THE SCHOLARSHIPS PAID FOR THE FALL QUARTER/SEMESTER AND THE REMAINING HALF IS PAID FOR THE WINTER/SPRING QUARTER/SEMESTER. PRIOR TO THE FALL QUARTER/SEMESTER PAYMENT BEING ISSUED, RECIPIENTS MUST SUBMIT: 1) THEIR STUDENT IDENTIFICATION NUMBER AND THE NAME AND ADDRESS OF THEIR SCHOOL. 2) A STATEMENT OF UNITS ENROLLED; 3) A "STUDENT AGREEMENT FORM" THEY INITIAL AND SIGN WHICH DETAILS ALL REQUIREMENTS THE RECIPIENTS MUST MEET IN ORDER TO RECEIVE AND MAINTAIN THEIR SCHOLARSHIP; AND, IF THE STUDENT IS A RENEWAL RECIPIENT, 4) AN UNOFFICIAL TRANSCRIPT SHOWING THEIR TERM AND CUMULATIVE GPA FROM THE SPRING QUARTER/SEMESTER. PRIOR TO THE SPRING/FALL PAYMENT BEING ISSUED, STUDENTS MUST SUBMIT: 1) A STATEMENT OF UNITS ENROLLED; 2) UNOFFICIAL COPY OF THEIR TRANSCRIPT WHICH INCLUDES THEIR FALL GRADES AND TERM AND CUMULATIVE GPA (USED TO VERIFY ENROLLMENT, GPA, MAJOR (IF APPLICABLE), COURSEWORK (IF APPLICABLE), FULLTIME STATUS, ETC.; 3) FALL PROGRESS REPORT (PROVIDED TO THE DONORS/FUND ADVISORS). THE SAN DIEGO FOUNDATION OFFERS SCHOLARSHIPS WITH VARIOUS CRITERIA BASED ON THE DONOR'S WISHES. THE NUMBER OF SCHOLARSHIP FUNDS VARIES, BUT CURRENTLY THE FOUNDATION HAS APPROXIMATELY 210 SCHOLARSHIP FUNDS. SOME ARE ACTIVE; OTHERS ARE LEGACY SCHOLARSHIPS THAT WILL BECOME ACTIVE UPON THE DONOR'S PASSING. ABOUT 54% OF THE FOUNDATION'S SCHOLARSHIP FUNDS ARE NON-ENDOWMENT FUNDS AND 46% ARE ENDOWMENT FUNDS. IN FISCAL YEAR 2022, THE FOUNDATION AWARDED MORE THAN $3.54 MILLION IN SCHOLARSHIPS TO OVER 1,200 RECIPIENTS. AS THE LARGEST PROVIDER OF SCHOLARSHIPS IN THE REGION, OUTSIDE OF THE UNIVERSITY SYSTEM, THE FOUNDATION OFFERS A WIDE VARIETY OF SCHOLARSHIPS, INCLUDING SCHOLARSHIPS FOR GRADUATING HIGH SCHOOL SENIORS, CURRENT COLLEGE STUDENTS, GRADUATE SCHOOL STUDENTS AND ADULT RE-ENTRY. THE FOUNDATION'S SCHOLARSHIPS ARE FOR ACCREDITED FOUR-YEAR UNIVERSITIES/COLLEGES, TWO-YEAR COMMUNITY COLLEGES, GRADUATE/PROFESSIONAL SCHOOLS, AND LICENSED TRADE/VOCATIONAL SCHOOLS. ALL SCHOLARSHIPS ARE COMPETITIVE IN NATURE AND COVER A VARIETY OF THINGS INCLUDING BOOKS, TUITION, AND FEES, ROOM AND BOARD AND OTHER EDUCATIONAL EXPENSES. STUDENTS GO THROUGH AN APPLICATION PROCESS AND A LARGE PERCENTAGE OF APPLICATIONS ARE EITHER SCORED BY A GROUP OF VOLUNTEERS ON OUR SCHOLARSHIP SELECTION COMMITTEE OR DECIDED BY A JOINT SELECTION PANEL CONSISTING OF SCHOLARSHIP SELECTION COMMITTEE MEMBERS AND DONORS AND/OR DONOR REPRESENTATIVES. ADDITIONALLY, WE ALSO INTERVIEW STUDENTS FOR ABOUT 12 FUNDS. THE JOINT SELECTION PANELS ARE MONITORED CLOSELY BY STAFF TO ENSURE HR4 COMPLIANCE. 3. DONOR ADVISED GRANTS CAN BE MONITORED AT THE REQUEST OF THE DONOR/ADVISOR. MONITORING IS COMPLETED BY THE STAFF OF THE SAN DIEGO FOUNDATION. FOLLOW UP CONSISTS OF A LETTER EXPLAINING THE PROCEDURE AND A SEVEN-QUESTION GRANT REPORT SENT TO THE GRANTEE UP TO ONE YEAR AFTER THE GRANT IS MADE. THE REPORT IS DUE BACK FROM THE GRANTEE WITHIN THIRTY DAYS. THE COMPLETED REPORTS ARE RECEIVED ELECTRONICALLY AND SAVED IN ELECTRONIC FILES AT THE FOUNDATION. THE REPORTS ARE DELIVERED TO THE DONOR. IF THE GRANT WAS MADE TO SUPPORT A PROJECT AND THAT PROJECT HAS NOT BEEN COMPLETED, THE GRANTEE IS ASKED TO SEND A FINAL REPORT ONCE THE PROJECT IS COMPLETED, AND A REMINDER IS PLACED ON THE CALENDAR FOR FURTHER FOLLOW UP. IF THE FUNDS HAVE NOT BEEN EXPENSED THE GRANTEE IS ASKED TO CONTACT THE GRANTS ADMINISTRATOR AGAIN IN SIX MONTHS FOR AN UPDATE. IF THE FUNDS HAVE NOT BEEN EXPENSED WITHIN A YEAR, THE SITUATION IS ASSESSED, AND THE GRANTS ADMINISTRATOR REPORTS BACK TO THE DONOR TO DETERMINE HOW THE DONOR AND GRANTEE WOULD LIKE TO PROCEED.

Additional Data

Return to Form

Software ID:

Software Version:

Schedule J
(Form 990)

Department of the Treasury
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees
▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
▶ Attach to Form 990.
▶ Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

2021

Open to Public Inspection

Name of the organization
THE SAN DIEGO FOUNDATION

Employer identification number
95-2942582

Part I Questions Regarding Compensation

			Yes	No
1a	Check the appropiate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.			
	☐ First-class or charter travel ☐ Housing allowance or residence for personal use			
	☐ Travel for companions ☐ Payments for business use of personal residence			
	☐ Tax idemnification and gross-up payments ☑ Health or social club dues or initiation fees			
	☐ Discretionary spending account ☐ Personal services (e.g., maid, chauffeur, chef)			
b	If any of the boxes on Line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain	**1b**	Yes	
2	Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, officers, including the CEO/Executive Director, regarding the items checked on Line 1a?	**2**	Yes	
3	Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.			
	☑ Compensation committee ☐ Written employment contract			
	☑ Independent compensation consultant ☑ Compensation survey or study			
	☑ Form 990 of other organizations ☑ Approval by the board or compensation committee			
4	During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:			
a	Receive a severance payment or change-of-control payment?	**4a**		No
b	Participate in, or receive payment from, a supplemental nonqualified retirement plan?	**4b**		No
c	Participate in, or receive payment from, an equity-based compensation arrangement?	**4c**		No
	If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.			
	Only 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.			
5	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:			
a	The organization?	**5a**		No
b	Any related organization?	**5b**		No
	If "Yes," on line 5a or 5b, describe in Part III.			
6	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:			
a	The organization?	**6a**		No
b	Any related organization?	**6b**		No
	If "Yes," on line 6a or 6b, describe in Part III.			
7	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described in lines 5 and 6? If "Yes," describe in Part III	**7**	Yes	
8	Were any amounts reported on Form 990, Part VII, paid or accured pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III	**8**		No
9	If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?	**9**		

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

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

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

(A) Name and Title		(B) Breakdown of W-2, 1099-MISC compensation, and/or 1099-NEC			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
1 MARK STUART PRESIDENT & CEO	(i)	537,107	61,931	7,200	57,373	10,401	674,012	0
	(ii)	0	0	0	0	0	0	0
2 SUSAN GUINN CHIEF INNOVATION OFFICER	(i)	429,236	22,917	0	21,845	689	474,687	0
	(ii)	0	0	0	0	0	0	0
3 JAMES HOWELL VP, CHIEF FINANCIAL OFFICE	(i)	315,909	26,000	0	33,871	31,697	407,477	0
	(ii)	0	0	0	0	0	0	0
4 MATT FETTIG VP, CHIEF INVESTMENT OFFICER	(i)	291,493	23,949	0	27,386	18,221	361,049	0
	(ii)	0	0	0	0	0	0	0
5 BRIAN ZUMBANO VP, DEVELOPMENT & STEWARDS	(i)	273,896	21,320	0	27,325	18,588	341,129	0
	(ii)	0	0	0	0	0	0	0
6 THERESA NAKATA VP, CHIEF COMMUNICATIONS OFFICER	(i)	237,810	19,760	0	25,226	0	282,796	0
	(ii)	0	0	0	0	0	0	0
7 PAMELA G PAYTON VP, CHIEF IMPACT & PARTNERSHIPS OFFI	(i)	224,539	19,000	0	16,621	1,956	262,116	0
	(ii)	0	0	0	0	0	0	0
8 CAMERON MATTSON DIRECTOR,DEVELOPMENT & STEWARDSHIP	(i)	200,326	18,095	0	21,994	12,894	253,309	0
	(ii)	0	0	0	0	0	0	0

Part III Supplemental Information

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

Return Reference	Explanation
PART I, LINE 1A	PARTIAL REIMBURSEMENT IS OFFERED TO ALL EMPLOYEES FOR GYM MEMBERSHIP WHICH IS INCLUDED AS TAXABLE COMPENSATION.
PART I, LINE 7	NONDISCRETIONARY BONUS PAYMENTS WERE PAID BASED ON PERSONS MEETING GOALS SET BY AND APPROVED BY BOARD OF GOVERNORS.

Additional Data

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Software ID:

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

Schedule K (Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Information on Tax-Exempt Bonds

▶ Complete if the organization answered "Yes" to Form 990, Part VI, line 24a. Provide descriptions, explanations, and any additional information in Part VI.
▶ Attach to Form 990.
▶Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2021

Open to Public Inspection

Name of the organization
THE SAN DIEGO FOUNDATION

Employer identification number
95-2942582

Part I Bond Issues

	(a) Issuer name	(b) Issuer EIN	(c) CUSIP #	(d) Date issued	(e) Issue price	(f) Description of purpose	(g) Defeased		(h) On behalf of issuer		(i) Pool financing	
							Yes	No	Yes	No	Yes	No
A	CALIFORNIA ENTERPRISE DEV AUTHORITY	35-2273601	999999999	06-27-2014	13,349,705	REFINANCING OF PREVIOUS BONDS ISSUED		X		X		X

Part II Proceeds

		A	B	C	D
1	Amount of bonds retired				
2	Amount of bonds legally defeased				
3	Total proceeds of issue	13,349,705			
4	Gross proceeds in reserve funds				
5	Capitalized interest from proceeds				
6	Proceeds in refunding escrows				
7	Issuance costs from proceeds	138,658			
8	Credit enhancement from proceeds				
9	Working capital expenditures from proceeds				
10	Capital expenditures from proceeds				
11	Other spent proceeds	13,211,047			
12	Other unspent proceeds				
13	Year of substantial completion				

		Yes	No	Yes	No	Yes	No	Yes	No
14	Were the bonds issued as part of a current refunding issue of tax-exempt bonds (or, if issued prior to 2020, a current refunding issue)?	X							
15	Were the bonds issued as part of an advance refunding issue of taxable bonds (or, if issued prior to 2020, an advance refunding issue)?		X						
16	Has the final allocation of proceeds been made?	X							
17	Does the organization maintain adequate books and records to support the final allocation of proceeds?	X							

Part III Private Business Use

		A		B		C		D	
		Yes	No	Yes	No	Yes	No	Yes	No
1	Was the organization a partner in a partnership, or a member of an LLC, which owned property financed by tax-exempt bonds?	X							
2	Are there any lease arrangements that may result in private business use of bond-financed property?		X						
3a	Are there any management or service contracts that may result in private business use of bond-financed property?		X						
b	If "Yes" to line 3a, does the organization routinely engage bond counsel or other outside counsel to review any management or service contracts relating to the financed property?								
c	Are there any research agreements that may result in private business use of bond-financed property?		X						
d	If "Yes" to line 3c, does the organization routinely engage bond counsel or other outside counsel to review any research agreements relating to the financed property?								
4	Enter the percentage of financed property used in a private business use by entities other than a section 501(c)(3) organization or a state or local government ▶								
5	Enter the percentage of financed property used in a private business use as a result of unrelated trade or business activity carried on by your organization, another section 501(c)(3) organization, or a state or local government ▶								
6	Total of lines 4 and 5								
7	Does the bond issue meet the private security or payment test?		X						
8a	Has there been a sale or disposition of any of the bond-financed property to a nongovernmental person other than a 501(c)(3) organization since the bonds were issued?		X						
b	If "Yes" to line 8a, enter the percentage of bond-financed property sold or disposed of.								
c	If "Yes" to line 8a, was any remedial action taken pursuant to Regulations sections 1.141-12 and 1.145-2?								
9	Has the organization established written procedures to ensure that all nonqualified bonds of the issue are remediated in accordance with the requirements under Regulations sections 1.141-12 and 1.145-2?	X							

Part IV Arbitrage

		A		B		C		D	
		Yes	No	Yes	No	Yes	No	Yes	No
1	Has the issuer filed Form 8038-T, Arbitrage Rebate, Yield Reduction and Penalty in Lieu of Arbitrage Rebate?		X						
2	If "No" to line 1, did the following apply?								
a	Rebate not due yet?		X						
b	Exception to rebate?		X						
c	No rebate due?		X						
	If "Yes" to line 2c, provide in Part VI the date the rebate computation was performed								
3	Is the bond issue a variable rate issue?	X							

Part IV Arbitrage (Continued)

		A		B		C		D	
		Yes	No	Yes	No	Yes	No	Yes	No
4a	Has the organization or the governmental issuer entered into a qualified hedge with respect to the bond issue?		X						
b	Name of provider								
c	Term of hedge								
d	Was the hedge superintegrated?								
e	Was the hedge terminated?								
5a	Were gross proceeds invested in a guaranteed investment contract (GIC)?		X						
b	Name of provider								
c	Term of GIC								
d	Was the regulatory safe harbor for establishing the fair market value of the GIC satisfied?								
6	Were any gross proceeds invested beyond an available temporary period?		X						
7	Has the organization established written procedures to monitor the requirements of section 148? . . .	X							

Part V Procedures To Undertake Corrective Action

	A		B		C		D	
	Yes	No	Yes	No	Yes	No	Yes	No
Has the organization established written procedures to ensure that violations of federal tax requirements are timely identified and corrected through the voluntary closing agreement program if self-remediation is not available under applicable regulations?	X							

Part VI Supplemental Information. Provide additional information for responses to questions on Schedule K. (See instructions).

Return Reference	Explanation

Additional Data

Return to Form

Software ID:

Software Version:

SCHEDULE M (Form 990)

Department of the Treasury
Internal Revenue Service

Noncash Contributions

▶ Complete if the organizations answered "Yes" on Form 990, Part IV, lines 29 or 30.
▶ Attach to Form 990.
▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2021

Open to Public Inspection

Name of the organization
THE SAN DIEGO FOUNDATION

Employer identification number
95-2942582

Part I Types of Property

	(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining noncash contribution amounts
1 Art—Works of art				
2 Art—Historical treasures				
3 Art—Fractional interests				
4 Books and publications				
5 Clothing and household goods				
6 Cars and other vehicles				
7 Boats and planes				
8 Intellectual property				
9 Securities—Publicly traded	X	175	11,127,345	MEAN OF MARKET
10 Securities—Closely held stock				
11 Securities—Partnership, LLC, or trust interests	X	20	4,603,780	FAIR MARKET VALUE
12 Securities—Miscellaneous				
13 Qualified conservation contribution—Historic structures				
14 Qualified conservation contribution—Other				
15 Real estate—Residential				
16 Real estate—Commercial				
17 Real estate—Other				
18 Collectibles				
19 Food inventory				
20 Drugs and medical supplies				
21 Taxidermy				
22 Historical artifacts				
23 Scientific specimens				
24 Archeological artifacts				
25 Other ▶ (CRYPTOCURRENCY)	X	21	32,126	MEAN OF MARKET
26 Other ▶ ( )				
27 Other ▶ ( )				
28 Other ▶ ( )				

29 Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part IV, Donee Acknowledgement | 29 | 0

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

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

Return Reference	Explanation
PART I, LINE 32B:	THE SAN DIEGO FOUNDATION MAINTAINS BROKERAGE ACCOUNTS WITH MOST OF THE MAJOR BROKERAGE HOUSES TO ENABLE DONORS TO TRANSFER STOCK INTO THE FOUNDATION'S ACCOUNTS. THESE GIFTS OF STOCK ARE THEN SOLD AND THE PROCEEDS ARE DEPOSITED INTO FUNDS AT THE SAN DIEGO FOUNDATION TO BE GRANTED TO NON-PROFITS IN THE FUTURE OR ADDED TO ENDOWMENT PRINCIPAL. REAL ESTATE GIFTS ARE RECEIVED, MANAGED, AND SOLD BY THE SAN DIEGO FOUNDATION CHARITABLE REAL ESTATE FOUNDATION.

Additional Data

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SCHEDULE O
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.
▶ Attach to Form 990 or 990-EZ.
▶ Go to *www.irs.gov/Form990* for the latest information.

OMB No. 1545-0047

2021

Open to Public Inspection

Name of the organization
THE SAN DIEGO FOUNDATION

Employer identification number
95-2942582

Return Reference	Explanation
FORM 990, PART VI, SECTION B, LINE 11B	THE FORM 990 IS REVIEWED BY THE CFO OF THE SAN DIEGO FOUNDATION FOR ACCURACY AND COMPLETENESS. THE BOARD OF GOVERNORS HAS GIVEN THE REVIEW AUTHORITY TO THE AUDIT AND RISK COMMITTEE. THIS COMMITTEE HAS REVIEWED THE RETURN IN ITS ENTIRETY PRIOR TO THE FILING. IN ADDITION, A COMPLETE ELECTRONIC COPY IS PROVIDED TO EACH OF THE BOARD MEMBERS PRIOR TO FILING OF FORM 990 WITH THE IRS.
FORM 990, PART VI, SECTION B, LINE 12C	THE CONFLICT OF INTEREST POLICY IS SIGNED BY EACH BOARD MEMBER ANNUALLY. AT EACH SUBSEQUENT BOARD MEETING, MEMBERS ARE REQUIRED TO DISCLOSE ANY NEW CONFLICTS. ANY DISCLOSURES ARE NOTED IN THE MINUTES OF THAT MEETING. IF A TRANSACTION ARISES WHERE THERE IS A CONFLICT OF INTEREST, THE PERSON WITH SUCH CONFLICT IS NOT ALLOWED TO VOTE ON THE TRANSACTION.
FORM 990, PART VI, SECTION B, LINE 15	THE BOARD OF GOVERNORS HAS AUTHORIZED THE EXECUTIVE COMMITTEE ("COMMITTEE") TO REVIEW THE COMPENSATION OF THE SENIOR STAFF OF THE SAN DIEGO FOUNDATION, NOTABLY THOSE "DISQUALIFIED PERSONS", AS DEFINED BY IRS INTERMEDIATE SANCTIONS REGULATIONS. THE COMMITTEE, COMPRISED OF NINE MEMBERS (ALL OF WHOM ARE ALSO MEMBERS OF THE BOARD OF GOVERNORS), PERIODICALLY OBTAINS INDEPENDENT SALARY SURVEYS USED AS AN INPUT TO STRUCTURE COMPETITIVE COMPENSATION PACKAGES FOR THE CEO, CFO, AND ANY OTHER DISQUALIFIED PERSONS, IN COMPLIANCE WITH THE CA NONPROFIT INTEGRITY ACT. THE COMMITTEE COMPARES THAT REPORT TO OTHER SALARY SURVEYS, SUCH AS THE COUNCIL ON FOUNDATION'S SALARY SURVEY, AND FACTORS BENEFITS, SUCH AS BONUSES AND COMPANY RETIREMENT CONTRIBUTION, INTO THE DECISION ON THE OVERALL COMPENSATION PACKAGES. A FORMAL PERFORMANCE REVIEW PROCESS FOR THE CEO INCLUDES FEEDBACK FROM THE ENTIRE BOARD OF GOVERNORS, AS WELL AS SOME INPUT FROM OTHER STAFF AND VOLUNTEERS. THE PERFORMANCE EVALUATIONS FOR THE CFO, AND ALL OTHER DISQUALIFIED PERSONS, ARE WRITTEN BY THE CEO AND DISCUSSED WITH THE COMPENSATION & BENEFITS COMMITTEE DURING THE SALARY REVIEW. THIS PROCESS WAS LAST COMPLETED IN THE SUMMER OF 2021.
FORM 990, PART VI, SECTION C, LINE 19	THE ARTICLES OF INCORPORATION, BYLAWS, IRS DETERMINATION LETTER AND CONFLICT OF INTEREST POLICY ARE AVAILABLE TO THE PUBLIC BY CONTACTING THE SAN DIEGO FOUNDATION. THE AUDITED FINANCIAL STATEMENTS ARE ON A CONSOLIDATED BASIS, INCLUDING THE SUPPORTING ORGANIZATIONS OF THE SAN DIEGO FOUNDATION. THESE STATEMENTS ARE AVAILABLE ON THE WEBSITE WWW.SDFOUNDATION.ORG.
FORM 990, PART XI, LINE 9:	K-1 PASSTHROUGH -192,197. CHANGE IN VALUE OF BENEFIT INTEREST 7,456,962.
FORM 990, PART XII, LINE 2C:	THERE HAS BEEN NO CHANGE TO THE OVERSIGHT PROCESS OR SELECTION PROCESS DURING THE FISCAL YEAR. THE FINANCIAL STATEMENTS OF THE SAN DIEGO FOUNDATION AND ALL SUPPORTING ORGANIZATIONS ARE AUDITED ON A CONSOLIDATED BASIS. THE SAN DIEGO FOUNDATION HAS AN AUDIT AND RISK COMMITTEE WHICH IS CHARGED WITH THE RESPONSIBILITY OF OVERSIGHT OF THE AUDIT OF ITS FINANCIAL STATEMENTS AND SELECTION OF AN INDEPENDENT ACCOUNTANT.

Additional Data

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SCHEDULE R (Form 990)

Department of the Treasury
Internal Revenue Service

Related Organizations and Unrelated Partnerships

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.
▶ Attach to Form 990.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2021

Open to Public Inspection

Name of the organization
THE SAN DIEGO FOUNDATION

Employer identification number
95-2942582

Part I **Identification of Disregarded Entities.** Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity
(1) BUILDING 907 LLC 2508 HISTORIC DECATUR ROAD 200 SAN DIEGO, CA 92106 95-2942582	BUILDING RENTAL	CA	49,658	2,993,602	N/A

Part II **Identification of Related Tax-Exempt Organizations.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related tax-exempt organizations during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity? Yes	No
(1)SAN DIEGO CHARITABLE REAL ESTATE FOUNDATION 2508 HISTORIC DECATUR RD 200 SAN DIEGO, CA 92106 33-0701029	SUPPORT ORG.	CA	501(C)(3)	LINE 12A, I	N/A	Yes	
(2)SAN DIEGO WOMEN'S FOUNDATION 2508 HISTORIC DECATUR RD 200 SAN DIEGO, CA 92106 33-0907092	SUPPORT ORG.	CA	501(C)(3)	LINE 12A, I	N/A	Yes	
(3)SAN DIEGO REGIONAL DISASTER FUND 2508 HISTORIC DECATUR RD 200 SAN DIEGO, CA 92106 86-1068424	SUPPORT ORG.	CA	501(C)(3)	LINE 12A, I	N/A	Yes	
(4)SAN DIEGO REGIONAL POLICY & INNOVATION CENTER 2508 HISTORIC DECATUR RD 200 SAN DIEGO, CA 92106 87-1401636	RESEARCH/POLICY SOLUTIONS	CA	501(C)(3)	LINE 7	N/A	Yes	

Part III **Identification of Related Organizations Taxable as a Partnership.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income(related, unrelated, excluded from tax under sections 512-514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproprtionate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	

Part IV **Identification of Related Organizations Taxable as a Corporation or Trust.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a corporation or trust during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity?	
								Yes	No
(1)CHARITABLE REMAINDER TRUST (10)	INVESTMENT INCOME	CA	THE SAN DIEGO FOUNDATION					Yes	
(2)CHARITABLE LEAD TRUST (1)	INVESTMENT INCOME	CA	THE SAN DIEGO FOUNDATION					Yes	
(3)POOLED INCOME FUND (4)	INVESTMENT INCOME	CA	THE SAN DIEGO FOUNDATION					Yes	
(4)CHARITABLE GIFT ANNUITY (22)	INVESTMENT INCOME	CA	THE SAN DIEGO FOUNDATION					Yes	

Part V **Transactions With Related Organizations.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

Note. Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

		Yes	No
1 During the tax year, did the orgranization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?			
a Receipt of **(i)** interest, **(ii)**annuities, **(iii)** royalties, or **(iv)** rent from a controlled entity	1a		No
b Gift, grant, or capital contribution to related organization(s)	1b	Yes	
c Gift, grant, or capital contribution from related organization(s)	1c	Yes	
d Loans or loan guarantees to or for related organization(s)	1d	Yes	
e Loans or loan guarantees by related organization(s)	1e		No
f Dividends from related organization(s)	1f		No
g Sale of assets to related organization(s)	1g		No
h Purchase of assets from related organization(s)	1h		No
i Exchange of assets with related organization(s)	1i		No
j Lease of facilities, equipment, or other assets to related organization(s)	1j		No
k Lease of facilities, equipment, or other assets from related organization(s)	1k		No
l Performance of services or membership or fundraising solicitations for related organization(s)	1l	Yes	
m Performance of services or membership or fundraising solicitations by related organization(s)	1m		No
n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)	1n	Yes	
o Sharing of paid employees with related organization(s)	1o	Yes	
p Reimbursement paid to related organization(s) for expenses	1p		No
q Reimbursement paid by related organization(s) for expenses	1q	Yes	
r Other transfer of cash or property to related organization(s)	1r	Yes	
s Other transfer of cash or property from related organization(s)	1s	Yes	

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

(a) Name of related organization	**(b)** Transaction type (a-s)	**(c)** Amount involved	**(d)** Method of determining amount involved
(1)THE SAN DIEGO WOMEN'S FOUNDATION	B	92,864	CASH
(2)SAN DIEGO CHARITABLE REAL ESTATE FOUNDATION	C	7,291,183	CASH
(3)SAN DIEGO REGIONAL DISASTER FUND	B	944	CASH
(4)SAN DIEGO REGIONAL POLICY AND INNOVATION CENTER	D	1,224,710	CASH
(5)SAN DIEGO REGIONAL POLICY AND INNOVATION CENTER	L	294,555	CASH
(6)SAN DIEGO REGIONAL POLICY AND INNOVATION CENTER	B	1,115,526	CASH
(7)SAN DIEGO REGIONAL POLICY AND INNOVATION CENTER	Q	500,000	CASH

Part VI **Unrelated Organizations Taxable as a Partnership.** Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

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

(a) Name, address, and EIN of entity	**(b)** Primary activity	**(c)** Legal domicile (state or foreign country)	**(d)** Predominant income (related, unrelated, excluded from tax under sections 512-514)	**(e)** Are all partners section 501(c)(3) organizations?		**(f)** Share of total income	**(g)** Share of end-of-year assets	**(h)** Disproportionate allocations?		**(i)** Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	**(j)** General or managing partner?		**(k)** Percentage ownership
				Yes	**No**			**Yes**	**No**		**Yes**	**No**	

Part VII Supplemental Information

Provide additional information for responses to questions on Schedule R. See instructions.

Return Reference	Explanation

Schedule R (Form 990) 2021

Additional Data

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