

Return of Organization Exempt from Income Tax

2003

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

Open to Public Inspection

Department of the Treasury Internal Revenue Service

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

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

- B Check (if applicable) X Address change, Name change, Initial return, Final return, Amended return, Application pending

Please use IRS label or print or type. See specific instructions. NATIONAL CENTER FOR POLICY ANALYSIS 12770 COIT ROAD #800 DALLAS, TX 75251

D Employer Identification Number 75-1804932 E Telephone number 972-386-6272 F Accounting method: Cash, Accrual, Other (specify)

Section 501(c)(3) organizations and 4947(a)(1) nonexempt charitable trusts must attach a completed Schedule A (Form 990 or 990-EZ).

- H and I are not applicable to section 527 organizations H (a) Is this a group return for affiliates? H (b) If 'Yes,' enter number of affiliates H (c) Are all affiliates included? H (d) Is this a separate return filed by an organization covered by a group ruling? I Group Exemption Number M Check if the organization is not required to attach Schedule B

G Web site: WWW.NCPA.ORG

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

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

L Gross receipts: Add lines 6b, 8b, 9b, and 10b to line 12 4,292,464.

Part I Revenue, Expenses, and Changes in Net Assets or Fund Balances (See Instructions)

Table with 21 rows and multiple columns for revenue, expenses, and net assets. Includes handwritten notes like 'RECEIVED JUL 27 2004 OGDEN, UT' and 'SEE STATEMENT 2'.

RECEIVED JUL 27 2004

RECEIVED JUL 27 2004 OGDEN, UT

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

Do not include amounts reported on line 6b, 8b, 9b, 10b, or 16 of Part I		(A) Total	(B) Program services	(C) Management and general	(D) Fundraising
22 Grants and allocations (att sch) (cash \$ _____ non-cash \$ _____)	22				
23 Specific assistance to individuals (att sch)	23				
24 Benefits paid to or for members (att sch)	24				
25 Compensation of officers, directors, etc	25				
26 Other salaries and wages	26	2,569,984.	2,119,713.	209,668.	240,603.
27 Pension plan contributions	27				
28 Other employee benefits	28	172,580.	105,279.	38,724.	28,577.
29 Payroll taxes	29	147,832.	119,283.	15,207.	13,342.
30 Professional fundraising fees	30				
31 Accounting fees	31	21,227.	4,707.	16,520.	
32 Legal fees	32	20,197.	10,299.	9,898.	
33 Supplies	33	53,153.	28,344.	24,552.	257.
34 Telephone	34	37,237.	25,558.	7,242.	4,437.
35 Postage and shipping	35	77,745.	65,934.	1,906.	9,905.
36 Occupancy	36	259,140.	216,924.	13,978.	28,238.
37 Equipment rental and maintenance	37	11,625.	10,194.	1,431.	
38 Printing and publications	38	112,516.	91,027.	517.	20,972.
39 Travel	39	174,513.	153,136.	5,283.	16,094.
40 Conferences, conventions, and meetings	40	173,662.	154,619.	18,708.	335.
41 Interest	41	19,600.	16,832.	2,293.	475.
42 Depreciation, depletion, etc (attach schedule)	42	73,510.	60,282.	6,612.	6,616.
43 Other expenses not covered above (itemize)					
a SEE ATTACHED SCHEDULE C	43a	631,931.	565,321.	30,513.	36,097.
b -----	43b				
c -----	43c				
d -----	43d				
e -----	43e				
44 Total functional expenses (add lines 22 - 43) Organizations completing columns (B) - (D), carry these totals to lines 13 - 15	44	4,556,452.	3,747,452.	403,052.	405,948.

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

Are any joint costs from a combined educational campaign and fundraising solicitation reported in (B) Program services?  Yes  No  
 If 'Yes,' enter (i) the aggregate amount of these joint costs \$ \_\_\_\_\_; (ii) the amount allocated to Program services \$ \_\_\_\_\_; (iii) the amount allocated to Management and general \$ \_\_\_\_\_; and (iv) the amount allocated to Fundraising \$ \_\_\_\_\_

**Part III Statement of Program Service Accomplishments**

What is the organization's primary exempt purpose? <b>PUBLIC POLICY RESEARCH AND EDUCATION</b>	Program Service Expenses (Required for 501(c)(3) and (4) organizations and 4947(a)(1) trusts, but optional for others)
a SEE STATEMENT 3	
(Grants and allocations \$ _____)	3,747,452.
b -----	
(Grants and allocations \$ _____)	
c -----	
(Grants and allocations \$ _____)	
d -----	
(Grants and allocations \$ _____)	
e Other program services (Grants and allocations \$ _____)	
f Total of Program Service Expenses (should equal line 44, column (B), Program services)	3,747,452.

**Part IV Balance Sheets** (See Instructions)

		(A) Beginning of year		(B) End of year		
<b>Note:</b> Where required, attached schedules and amounts within the description column should be for end-of-year amounts only.						
<b>ASSETS</b>	45	Cash – non-interest-bearing		5,835.	45	-101,167.
	46	Savings and temporary cash investments		617,769.	46	317,553.
	47a	Accounts receivable	75,268.			
	47b	b Less: allowance for doubtful accounts		44.	47c	75,268.
	48a	Pledges receivable	1,486,957.			
	48b	b Less: allowance for doubtful accounts		2,041,682.	48c	1,486,957.
	49	Grants receivable			49	
	50	Receivables from officers, directors, trustees, and key employees (attach schedule)			50	
	51a	Other notes & loans receivable (attach sch)				
	51b	b Less: allowance for doubtful accounts			51c	
	52	Inventories for sale or use		3,277.	52	3,678.
	53	Prepaid expenses and deferred charges		218,042.	53	45,761.
	54	Investments – securities (attach schedule) <input checked="" type="checkbox"/> Cost <input checked="" type="checkbox"/> FMV		860,709.	54	1,642,079.
	55a	Investments – land, buildings, & equipment: basis				
	55b	b Less: accumulated depreciation (attach schedule)			55c	
56	Investments – other (attach schedule)			56		
57a	Land, buildings, and equipment: basis	648,268.				
57b	b Less: accumulated depreciation (attach schedule) <b>STATEMENT 4</b>	490,731.	170,044.	57c	157,537.	
58	Other assets (describe ► <b>SEE STATEMENT 5</b> )		9,851.	58	9,851.	
59	<b>Total assets</b> (add lines 45 through 58) (must equal line 74)		3,927,253.	59	3,637,517.	
<b>LIABILITIES</b>	60	Accounts payable and accrued expenses		301,476.	60	147,767.
	61	Grants payable		144,550.	61	
	62	Deferred revenue			62	
	63	Loans from officers, directors, trustees, and key employees (attach schedule)			63	
	64a	Tax-exempt bond liabilities (attach schedule)			64a	
	64b	b Mortgages and other notes payable (attach schedule)			64b	
	65	Other liabilities (describe ► <b>SEE STATEMENT 6</b> )		719,131.	65	1,075,919.
66	<b>Total liabilities</b> (add lines 60 through 65)		1,165,157.	66	1,223,686.	
<b>NET ASSETS OR FUND BALANCES</b>	<b>Organizations that follow SFAS 117, check here</b> <input checked="" type="checkbox"/> and complete lines 67 through 69 and lines 73 and 74					
	67	Unrestricted		1,950,872.	67	433,336.
	68	Temporarily restricted		671,384.	68	1,434,555.
	69	Permanently restricted		139,840.	69	545,940.
	<b>Organizations that do not follow SFAS 117, check here</b> <input type="checkbox"/> and complete lines 70 through 74					
	70	Capital stock, trust principal, or current funds			70	
	71	Paid-in or capital surplus, or land, building, and equipment fund			71	
	72	Retained earnings, endowment, accumulated income, or other funds			72	
73	<b>Total net assets or fund balances</b> (add lines 67 through 69 or lines 70 through 72; column (A) must equal line 19; column (B) must equal line 21)		2,762,096.	73	2,413,831.	
74	<b>Total liabilities and net assets/fund balances</b> (add lines 66 and 73)		3,927,253.	74	3,637,517.	

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

BAA

Part IV-A Reconciliation of Revenue per Audited Financial Statements with Revenue per Return (See instructions.)		Part IV-B Reconciliation of Expenses per Audited Financial Statements with Expenses per Return			
<b>a</b> Total revenue, gains, and other support per audited financial statements . . . ▶	<b>a</b>	4,208,187.	<b>a</b> Total expenses and losses per audited financial statements . . . ▶	<b>a</b>	4,556,452.
<b>b</b> Amounts included on line <b>a</b> but not on line 12, Form 990:			<b>b</b> Amounts included on line <b>a</b> but not on line 17, Form 990:		
<b>(1)</b> Net unrealized gains on investments \$ 329,326.			<b>(1)</b> Donated services and use of facilities \$		
<b>(2)</b> Donated services and use of facilities \$			<b>(2)</b> Prior year adjustments reported on line 20, Form 990 \$		
<b>(3)</b> Recoveries of prior year grants \$			<b>(3)</b> Losses reported on line 20, Form 990 \$		
<b>(4)</b> Other (specify):			<b>(4)</b> Other (specify):		
----- \$			----- \$		
Add amounts on lines <b>(1)</b> through <b>(4)</b> ▶	<b>b</b>	329,326.	Add amounts on lines <b>(1)</b> through <b>(4)</b> ▶	<b>b</b>	
<b>c</b> Line <b>a</b> minus line <b>b</b> . . . ▶	<b>c</b>	3,878,861.	<b>c</b> Line <b>a</b> minus line <b>b</b> ▶	<b>c</b>	4,556,452.
<b>d</b> Amounts included on line 12, Form 990 but not on line <b>a</b> :			<b>d</b> Amounts included on line 17, Form 990 but not on line <b>a</b> :		
<b>(1)</b> Investment expenses not included on line 6b, Form 990 \$			<b>(1)</b> Investment expenses not included on line 6b, Form 990 \$		
<b>(2)</b> Other (specify):			<b>(2)</b> Other (specify):		
----- \$			----- \$		
Add amounts on lines <b>(1)</b> and <b>(2)</b> ▶	<b>d</b>		Add amounts on lines <b>(1)</b> and <b>(2)</b> ▶	<b>d</b>	
<b>e</b> Total revenue per line 12, Form 990 (line <b>c</b> plus line <b>d</b> ) ▶	<b>e</b>	3,878,861.	<b>e</b> Total expenses per line 17, Form 990 (line <b>c</b> plus line <b>d</b> ) ▶	<b>e</b>	4,556,452.

**Part V List of Officers, Directors, Trustees, and Key Employees** (List each one even if not compensated, see instructions.)

(A) Name and address	(B) Title and average hours per week devoted to position	(C) Compensation (if not paid, enter -0-)	(D) Contributions to employee benefit plans and deferred compensation	(E) Expense account and other allowances
SEE ATTACHED SCHEDULE E	VARIOUS	0.	0.	0.
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75 Did any officer, director, trustee, or key employee receive aggregate compensation of more than \$100,000 from your organization and all related organizations, of which more than \$10,000 was provided by the related organizations? ▶  Yes  No

If 'Yes,' attach schedule – see instructions.

**Part VI Other Information** (See instructions)

		Yes	No
<b>76</b>	Did the organization engage in any activity not previously reported to the IRS? If 'Yes,' attach a detailed description of each activity		X
<b>77</b>	Were any changes made in the organizing or governing documents but not reported to the IRS? If 'Yes,' attach a conformed copy of the changes.		X
<b>78a</b>	Did the organization have unrelated business gross income of \$1,000 or more during the year covered by this return?		X
<b>78b</b>	If 'Yes,' has it filed a tax return on Form 990-T for this year?	N/A	
<b>79</b>	Was there a liquidation, dissolution, termination, or substantial contraction during the year? If 'Yes,' attach a statement		X
<b>80a</b>	Is the organization related (other than by association with a statewide or nationwide organization) through common membership, governing bodies, trustees, officers, etc., to any other exempt or nonexempt organization?		X
<b>81a</b>	Enter direct and indirect political expenditures. See line 81 instructions. <input type="checkbox"/> exempt or <input type="checkbox"/> nonexempt	81 a	0.
<b>81b</b>	Did the organization file Form 1120-POL for this year?		X
<b>82a</b>	Did the organization receive donated services or the use of materials, equipment, or facilities at no charge or at substantially less than fair rental value?		X
<b>82b</b>	If 'Yes,' you may indicate the value of these items here. Do not include this amount as revenue in Part I or as an expense in Part II (See instructions in Part III.)	82 b	N/A
<b>83a</b>	Did the organization comply with the public inspection requirements for returns and exemption applications?	X	
<b>83b</b>	Did the organization comply with the disclosure requirements relating to quid pro quo contributions?	X	
<b>84a</b>	Did the organization solicit any contributions or gifts that were not tax deductible?		X
<b>84b</b>	If 'Yes,' did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		N/A
<b>85a</b>	501(c)(4), (5), or (6) organizations a Were substantially all dues nondeductible by members?		N/A
<b>85b</b>	Did the organization make only in-house lobbying expenditures of \$2,000 or less? If 'Yes' was answered to either 85a or 85b, do not complete 85c through 85h below unless the organization received a waiver for proxy tax owed for the prior year.		N/A
<b>85c</b>	Dues, assessments, and similar amounts from members	85 c	N/A
<b>85d</b>	Section 162(e) lobbying and political expenditures	85 d	N/A
<b>85e</b>	Aggregate nondeductible amount of section 6033(e)(1)(A) dues notices	85 e	N/A
<b>85f</b>	Taxable amount of lobbying and political expenditures (line 85d less 85e)	85 f	N/A
<b>85g</b>	Does the organization elect to pay the section 6033(e) tax on the amount on line 85f?		N/A
<b>85h</b>	If section 6033(e)(1)(A) dues notices were sent, does the organization agree to add the amount on line 85f to its reasonable estimate of dues allocable to nondeductible lobbying and political expenditures for the following tax year?		N/A
<b>86a</b>	501(c)(7) organizations Enter: a Initiation fees and capital contributions included on line 12	86 a	N/A
<b>86b</b>	Gross receipts, included on line 12, for public use of club facilities	86 b	N/A
<b>87a</b>	501(c)(12) organizations. Enter: a Gross income from members or shareholders	87 a	N/A
<b>87b</b>	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.)	87 b	N/A
<b>88</b>	At any time during the year, did the organization own a 50% or greater interest in a taxable corporation or partnership, or an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? If 'Yes,' complete Part IX		X
<b>89a</b>	501(c)(3) organizations Enter: Amount of tax imposed on the organization during the year under: section 4911 0. ; section 4912 0. ; section 4955 0.		
<b>89b</b>	501(c)(3) and 501(c)(4) organizations Did the organization engage in any section 4958 excess benefit transaction during the year or did it become aware of an excess benefit transaction from a prior year? If 'Yes,' attach a statement explaining each transaction		X
<b>89c</b>	Enter. Amount of tax imposed on the organization managers or disqualified persons during the year under sections 4912, 4955, and 4958		0.
<b>89d</b>	Enter. Amount of tax on line 89c, above, reimbursed by the organization		0.
<b>90a</b>	List the states with which a copy of this return is filed SEE ATTACHED SCHEDULE F		
<b>90b</b>	Number of employees employed in the pay period that includes March 12, 2003 (See instructions)	90 b	36
<b>91</b>	The books are in care of NAT CENTER FOR POLICY ANALYSI Telephone number 972-386-6272 Located at 12770 COIT ROAD, SUITE 800 - DALLAS, TX ZIP + 4 75251		
<b>92</b>	Section 4947(a)(1) nonexempt charitable trusts filing Form 990 in lieu of Form 1041 - Check here and enter the amount of tax-exempt interest received or accrued during the tax year	92	N/A

**Part VII Analysis of Income-Producing Activities** (See instructions)

Note: Enter gross amounts unless otherwise indicated

	Unrelated business income		Excluded by section 512, 513, or 514		(E) Related or exempt function income
	(A) Business code	(B) Amount	(C) Exclusion code	(D) Amount	
93 Program service revenue:					
a CONFERENCE ADMISSION					111,460.
b RESEARCH PUBLICATIONS					138.
c _____					
d _____					
e _____					
f Medicare/Medicaid payments					
g Fees & contracts from government agencies					
94 Membership dues and assessments					
95 Interest on savings & temporary cash invmnts			14	234.	
96 Dividends & interest from securities			14	6,048.	
97 Net rental income or (loss) from real estate:					
a debt-financed property					
b not debt-financed property					
98 Net rental income or (loss) from pers prop					
99 Other investment income					
100 Gain or (loss) from sales of assets other than inventory			18	-64,524.	
101 Net income or (loss) from special events					
102 Gross profit or (loss) from sales of inventory					
103 Other revenue. a _____					
b _____					
c _____					
d _____					
e _____					
104 Subtotal (add columns (B), (D), and (E))				-58,242.	111,598.
105 Total (add line 104, columns (B), (D), and (E))					53,356.

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

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

Line No.	Explain how each activity for which income is reported in column (E) of Part VII contributed importantly to the accomplishment of the organization's exempt purposes (other than by providing funds for such purposes).
93A	REVENUE FROM ADMISSION FEES CHARGED FOR EDUCATION CONFERENCES CONDUCTED BY THE ORGANIZATION ON PUBLIC POLICY ISSUES.
93B	REVENUE FROM SALES OF RESEARCH PUBLICATIONS TO THE GENERAL PUBLIC.

**Part IX Information Regarding Taxable Subsidiaries and Disregarded Entities** (See instructions.)

(A) Name, address, and EIN of corporation, partnership, or disregarded entity	(B) Percentage of ownership interest	(C) Nature of activities	(D) Total income	(E) End-of-year assets
N/A	%			
	%			
	%			
	%			

**Part X Information Regarding Transfers Associated with Personal Benefit Contracts** (See instructions.)

- a Did the organization, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?  Yes  No
- b Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?  Yes  No

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

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.

Please Sign Here:   
 Signature of officer: *John C. Goodman* Date: 7/20/04  
 Type or print name and title: John C. GOODMAN, CEO

Paid Preparer's Use Only:   
 Preparer's signature: *Sharon C. Heneli* Date: 7-15-04 Check if self-employed:  Preparer's SSN or PTIN (see General instruction W): P00378749  
 Firm's name (or yours if self-employed): SMITH, JACKSON, BOYER, & BOVARD, PLLC  
 address, and ZIP + 4: 9400 N. CENTRAL EXPRESSWAY, SUITE 420 DALLAS, TX 75231-5063  
 EIN: 75-2911056  
 Phone no.: (214) 373-8900

**SCHEDULE A**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Organization Exempt Under  
Section 501(c)(3)**

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

**Supplementary Information — (See separate instructions.)**

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

OMB No 1545-0047

**2003**

Name of the organization: **NATIONAL CENTER FOR POLICY ANALYSIS** Employer identification number: **75-1804932**

**Part I Compensation of the Five Highest Paid Employees Other Than Officers, Directors, and Trustees**  
(See instructions. List each one. If there are none, enter 'None'.)

(a) Name and address of each employee paid more than \$50,000	(b) Title and average hours per week devoted to position	(c) Compensation	(d) Contributions to employee benefit plans and deferred compensation	(e) Expense account and other allowances
<u>BRUCE BARTLETT</u> ----- 439 SENECA ROAD - GREAT FALLS, VA	SENIOR FELLOW 40+	154,050.	9,673.	0.
<u>RICHARD WALKER</u> ----- 7892 ORLAND PARK - FORT WORTH, TX	SR DIR OF COMM 40+	104,000.	7,736.	0.
<u>BETTY GUERRA</u> ----- 8162 SAN LEANDRO DR - DALLAS, TX	DIR OF DEVELPMT 40+	94,000.	7,791.	0.
<u>CELESTE COLGAN</u> ----- 4646 MONTVIEW BLVD - DENVER, CO	SENIOR FELLOW 40+	86,520.	7,572.	0.
<u>CLARISSA CLARKE</u> ----- 4516C UNIVERSITY - DALLAS, TX	DIR OF EVENTS 40+	76,200.	7,079.	0.
Total number of other employees paid over \$50,000 ▶	5			

**Part II Compensation of the Five Highest Paid Independent Contractors for Professional Services**  
(See instructions. List each one (whether individuals or firms) if there are none, enter 'None'.)

(a) Name and address of each independent contractor paid more than \$50,000	(b) Type of service	(c) Compensation
<u>NONE</u> -----		
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Total number of others receiving over \$50,000 for professional services ▶	0	

**Part III** Statements About Activities (See instructions)

	Yes	No
<b>1</b> During the year, has the organization attempted to influence national, state, or local legislation, including any attempt to influence public opinion on a legislative matter or referendum? If 'Yes,' enter the total expenses paid or incurred in connection with the lobbying activities ▶ \$ <u>N/A</u> (Must equal amounts on line 38, Part VI-A, or line i of Part VI-B.) Organizations that made an election under section 501(h) by filing Form 5768 must complete Part VI-A. Other organizations checking 'Yes,' must complete Part VI-B AND attach a statement giving a detailed description of the lobbying activities.		X
<b>2</b> During the year, has the organization, either directly or indirectly, engaged in any of the following acts with any substantial contributors, trustees, directors, officers, creators, key employees, or members of their families, or with any taxable organization with which any such person is affiliated as an officer, director, trustee, majority owner, or principal beneficiary? (If the answer to any question is 'Yes,' attach a detailed statement explaining the transactions.) <b>SEE STATEMENT 7</b>		
<b>a</b> Sale, exchange, or leasing of property? . . . . .	<b>2a</b>	X
<b>b</b> Lending of money or other extension of credit? . . . . .	<b>2b</b>	X
<b>c</b> Furnishing of goods, services, or facilities? . . . . .	<b>2c</b>	X
<b>d</b> Payment of compensation (or payment or reimbursement of expenses if more than \$1,000)? . . . . .	<b>2d</b>	X
<b>e</b> Transfer of any part of its income or assets? . . . . .	<b>2e</b>	X
<b>3a</b> Do you make grants for scholarships, fellowships, student loans, etc? (If 'Yes,' attach an explanation of how you determine that recipients qualify to receive payments.) . . . . .	<b>3a</b>	X
<b>b</b> Do you have a section 403(b) annuity plan for your employees? . . . . .	<b>3b</b>	X
<b>4</b> Did you maintain any separate account for participating donors where donors have the right to provide advice on the use or distribution of funds? . . . . .	<b>4</b>	X

**Part IV** Reason for Non-Private Foundation Status (See instructions.)

- The organization is not a private foundation because it is. (Please check only **ONE** applicable box.)
- 5**  A church, convention of churches, or association of churches Section 170(b)(1)(A)(i).
  - 6**  A school Section 170(b)(1)(A)(ii). (Also complete Part V.)
  - 7**  A hospital or a cooperative hospital service organization. Section 170(b)(1)(A)(iii).
  - 8**  A Federal, state, or local government or governmental unit Section 170(b)(1)(A)(v).
  - 9**  A medical research organization operated in conjunction with a hospital. Section 170(b)(1)(A)(iii). Enter the hospital's name, city, and state ▶ \_\_\_\_\_
  - 10**  An organization operated for the benefit of a college or university owned or operated by a governmental unit. Section 170(b)(1)(A)(v) (Also complete the **Support Schedule** in Part IV-A.)
  - 11a**  An organization that normally receives a substantial part of its support from a governmental unit or from the general public Section 170(b)(1)(A)(vi) (Also complete the **Support Schedule** in Part IV-A.)
  - 11b**  A community trust Section 170(b)(1)(A)(vi). (Also complete the **Support Schedule** in Part IV-A.)
  - 12**  An organization that normally receives **(1) more than 33-1/3%** of its support from contributions, membership fees, and gross receipts from activities related to its charitable, etc, functions — subject to certain exceptions, and **(2) no more than 33-1/3%** of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See section 509(a)(2) (Also complete the **Support Schedule** in Part IV-A.)
  - 13**  An organization that is not controlled by any disqualified persons (other than foundation managers) and supports organizations described in **(1)** lines 5 through 12 above, or **(2)** section 501(c)(4), (5), or (6), if they meet the test of section 509(a)(2). (See section 509(a)(3).)

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

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

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



**Part IV-A Support Schedule** (Complete only if you checked a box on line 10, 11, or 12.) *Use cash method of accounting.*

**Note:** You may use the worksheet in the instructions for converting from the accrual to the cash method of accounting.

Calendar year (or fiscal year beginning in)	(a) 2002	(b) 2001	(c) 2000	(d) 1999	(e) Total
<b>15</b> Gifts, grants, and contributions received (Do not include unusual grants. See line 28.)	4,480,910.	4,802,101.	6,436,807.	4,586,109.	20,305,927.
<b>16</b> Membership fees received					
<b>17</b> Gross receipts from admissions, merchandise sold or services performed, or furnishing of facilities in any activity that is related to the organization's charitable, etc., purpose	197,376.	99,574.	112,295.	202,242.	611,487.
<b>18</b> Gross income from interest, dividends, amounts received from payments on securities loans (section 512(a)(5)), rents, royalties, and unrelated business taxable income (less section 511 taxes) from businesses acquired by the organization after June 30, 1975	14,955.	41,897.	55,001.	21,242.	133,095.
<b>19</b> Net income from unrelated business activities not included in line 18					
<b>20</b> Tax revenues levied for the organization's benefit and either paid to it or expended on its behalf					
<b>21</b> The value of services or facilities furnished to the organization by a governmental unit without charge. Do not include the value of services or facilities generally furnished to the public without charge.					
<b>22</b> Other income. Attach a schedule. Do not include gain or (loss) from sale of capital assets					
<b>23</b> Total of lines 15 through 22	4,693,241.	4,943,572.	6,604,103.	4,809,593.	21,050,509.
<b>24</b> Line 23 minus line 17	4,495,865.	4,843,998.	6,491,808.	4,607,351.	20,439,022.
<b>25</b> Enter 1% of line 23	46,932.	49,436.	66,041.	48,096.	
<b>26 Organizations described on lines 10 or 11:</b> a Enter 2% of amount in column (e), line 24					<b>26a</b> 408,780.
b Prepare a list for your records to show the name of and amount contributed by each person (other than a governmental unit or publicly supported organization) whose total gifts for 1999 through 2002 exceeded the amount shown in line 26a. Do not file this list with your return. Enter the total of all these excess amounts					<b>26b</b> 5,447,177.
c Total support for section 509(a)(1) test. Enter line 24, column (e)					<b>26c</b> 20,439,022.
d Add: Amounts from column (e) for lines: 18 133,095. 19 _____					<b>26d</b> 5,580,272.
22 _____ 26b 5,447,177.					
e Public support (line 26c minus line 26d total)					<b>26e</b> 14,858,750.
f Public support percentage (line 26e (numerator) divided by line 26c (denominator))					<b>26f</b> 72.70 %
<b>27 Organizations described on line 12:</b> N/A					
a For amounts included in lines 15, 16, and 17 that were received from a 'disqualified person,' prepare a list for your records to show the name of, and total amounts received in each year from, each 'disqualified person.' Do not file this list with your return. Enter the sum of such amounts for each year (2002) _____ (2001) _____ (2000) _____ (1999) _____					
b For any amount included in line 17 that was received from each person (other than 'disqualified persons'), prepare a list for your records to show the name of, and amount received for each year, that was more than the larger of (1) the amount on line 25 for the year or (2) \$5,000. (Include in the list organizations described in lines 5 through 11, as well as individuals.) Do not file this list with your return. After computing the difference between the amount received and the larger amount described in (1) or (2), enter the sum of these differences (the excess amounts) for each year: (2002) _____ (2001) _____ (2000) _____ (1999) _____					
c Add: Amounts from column (e) for lines: 15 _____ 16 _____					<b>27c</b> _____
17 _____ 20 _____ 21 _____					
d Add: Line 27a total _____ and line 27b total _____					<b>27d</b> _____
e Public support (line 27c total minus line 27d total)					<b>27e</b> _____
f Total support for section 509(a)(2) test: Enter amount from line 23, column (e)					<b>27f</b> _____
g Public support percentage (line 27e (numerator) divided by line 27f (denominator))					<b>27g</b> _____ %
h Investment income percentage (line 18, column (e) (numerator) divided by line 27f (denominator))					<b>27h</b> _____ %

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

**Part V Private School Questionnaire** (See instructions )  
 (To be completed ONLY by schools that checked the box on line 6 in Part IV)

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

**Part VI-A Lobbying Expenditures by Electing Public Charities** (See instructions )  
 (To be completed ONLY by an eligible organization that filed Form 5768)

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

Limits on Lobbying Expenditures (The term 'expenditures' means amounts paid or incurred )		(a) Affiliated group totals	(b) To be completed for ALL electing organizations
<b>36</b> Total lobbying expenditures to influence public opinion (grassroots lobbying)	<b>36</b>		
<b>37</b> Total lobbying expenditures to influence a legislative body (direct lobbying)	<b>37</b>		
<b>38</b> Total lobbying expenditures (add lines 36 and 37)	<b>38</b>	0.	0.
<b>39</b> Other exempt purpose expenditures	<b>39</b>		4,556,452.
<b>40</b> Total exempt purpose expenditures (add lines 38 and 39)	<b>40</b>	0.	4,556,452.
<b>41</b> Lobbying nontaxable amount. Enter the amount from the following table –			
<b>If the amount on line 40 is –</b>	<b>The lobbying nontaxable amount is –</b>		
Not over \$500,000	20% of the amount on line 40		
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000		
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000		
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000		
Over \$17,000,000	\$1,000,000		
<b>42</b> Grassroots nontaxable amount (enter 25% of line 41)	<b>42</b>		94,456.
<b>43</b> Subtract line 42 from line 36. Enter -0- if line 42 is more than line 36	<b>43</b>	0.	0.
<b>44</b> Subtract line 41 from line 38. Enter -0- if line 41 is more than line 38	<b>44</b>	0.	0.

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

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

(Some organizations that made a section 501(h) election do not have to complete all of the five columns below.  
 See the instructions for lines 45 through 50 )

Calendar year (or fiscal year beginning in) ▶	Lobbying Expenditures During 4-Year Averaging Period				
	(a) 2003	(b) 2002	(c) 2001	(d) 2000	(e) Total
<b>45</b> Lobbying nontaxable amount	377,823.	392,879.	411,861.	425,727.	1,608,290.
<b>46</b> Lobbying ceiling amount (150% of line 45(e))					2,412,435.
<b>47</b> Total lobbying expenditures					0.
<b>48</b> Grassroots non-taxable amount	94,456.	98,220.	102,965.	106,432.	402,073.
<b>49</b> Grassroots ceiling amount (150% of line 48(e))					603,110.
<b>50</b> Grassroots lobbying expenditures					0.

**Part VI-B Lobbying Activity by Nonelecting Public Charities**

(For reporting only by organizations that did not complete Part VI-A) (See instructions )

N/A

During the year, did the organization attempt to influence national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of:

Yes	No	Amount

- a** Volunteers
- b** Paid staff or management (Include compensation in expenses reported on lines **c** through **h**.)
- c** Media advertisements
- d** Mailings to members, legislators, or the public
- e** Publications, or published or broadcast statements
- f** Grants to other organizations for lobbying purposes
- g** Direct contact with legislators, their staffs, government officials, or a legislative body
- h** Rallies, demonstrations, seminars, conventions, speeches, lectures, or any other means
- i** Total lobbying expenditures (add lines **c** through **h**.)

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

**Part VII Information Regarding Transfers To and Transactions and Relationships With Noncharitable Exempt Organizations** (See instructions)

**51** Did the reporting organization directly or indirectly engage in any of the following with any other organization described in section 501(c) of the Code (other than section 501(c)(3) organizations) or in section 527, relating to political organizations?

**a** Transfers from the reporting organization to a noncharitable exempt organization of:

	Yes	No
<b>51 a (i)</b>		X
<b>a (ii)</b>		X
<b>b (i)</b>		X
<b>b (ii)</b>		X
<b>b (iii)</b>		X
<b>b (iv)</b>		X
<b>b (v)</b>		X
<b>b (vi)</b>		X
<b>c</b>		X

- (i) Cash
- (ii) Other assets
- b** Other transactions:
  - (i) Sales or exchanges of assets with a noncharitable exempt organization
  - (ii) Purchases of assets from a noncharitable exempt organization
  - (iii) Rental of facilities, equipment, or other assets
  - (iv) Reimbursement arrangements
  - (v) Loans or loan guarantees
  - (vi) Performance of services or membership or fundraising solicitations

**c** Sharing of facilities, equipment, mailing lists, other assets, or paid employees.

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

(a) Line no	(b) Amount involved	(c) Name of noncharitable exempt organization	(d) Description of transfers, transactions, and sharing arrangements
N/A			

**52a** Is the organization directly or indirectly affiliated with, or related to, one or more tax-exempt organizations described in section 501(c) of the Code (other than section 501(c)(3)) or in section 527? ▶  Yes  No

**b** If 'Yes,' complete the following schedule:

(a) Name of organization	(b) Type of organization	(c) Description of relationship
N/A		

**STATEMENT 1**  
**FORM 990, PART I, LINE 8**  
**NET GAIN (LOSS) FROM NONINVENTORY SALES**

*SEE ATTACHED SCHEDULE A*

PUBLICLY TRADED SECURITIES

GROSS SALES PRICE: 349,079.  
 COST OR OTHER BASIS: 411,355.

TOTAL GAIN (LOSS) PUBLICLY TRADED SECURITIES \$ -62,276.

OTHER ASSETS

DESCRIPTION: LEASEHOLD IMPROVEMENTS  
 DATE ACQUIRED: VARIOUS  
 HOW ACQUIRED: PURCHASE  
 DATE SOLD: VARIOUS  
 TO WHOM SOLD: ABANDONMENT  
 GROSS SALES PRICE: 0.  
 COST OR OTHER BASIS: 7,933.  
 DEPRECIATION: 5,685.

GAIN (LOSS) -2,248.

TOTAL GAIN (LOSS) OTHER ASSETS \$ -2,248.

TOTAL NET GAIN (LOSS) FROM NONINVENTORY SALES \$ -64,524.

**STATEMENT 2**  
**FORM 990, PART I, LINE 20**  
**OTHER CHANGES IN NET ASSETS OR FUND BALANCES**

UNREALIZED GAINS ON INVESTMENTS . . . . . \$ 329,326.  
 TOTAL \$ 329,326.

**STATEMENT 3**  
**FORM 990, PART III, LINE A**  
**STATEMENT OF PROGRAM SERVICE ACCOMPLISHMENTS**

<u>DESCRIPTION</u>	<u>GRANTS AND ALLOCATIONS</u>	<u>PROGRAM SERVICE EXPENSES</u>
RESEARCH AND PUBLICATIONS - NCPA CONDUCTS SCHOLARLY RESEARCH AND ANALYSIS ON PUBLIC POLICY ISSUES, DEVELOPS AND PROMOTES PRIVATE-SECTOR ALTERNATIVES TO GOVERNMENT REGULATION, PUBLISHES AND DISTRIBUTES ITS RESEARCH RESULTS.		1,904,933.
CONFERENCES - NCPA PROVIDES EDUCATION TO THE GENERAL PUBLIC, THE BUSINESS COMMUNITY AND PUBLIC POLICY DECISION MAKERS THROUGH BRIEFINGS, CONFERENCES, AND LECTURES ON A BROAD RANGE OF POLICY TOPICS.		943,583.
MARKETING - NCPA MARKETS ITS RESEARCH REPORTS TO MAXIMIZE THEIR IMPACT. NCPA IDEAS HAVE BEEN COVERED IN WIRE SERVICE STORIES, NATIONALLY SYNDICATED COLUMNS AND OPINION		

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**STATEMENT 3 (CONTINUED)**  
**FORM 990, PART III, LINE A**  
**STATEMENT OF PROGRAM SERVICE ACCOMPLISHMENTS**

DESCRIPTION	GRANTS AND ALLOCATIONS	PROGRAM SERVICE EXPENSES
EDITORIALS.		322,446.
INTERNET - THE NCPA INTERNET SITE LINKS VISITORS TO INFORMATION ON PUBLIC POLICY ISSUES. THE SITE INCLUDES AN ONLINE JOURNAL, DAILY POLICY DIGEST, THAT SUMMARIZES PUBLIC POLICY RESEARCH FINDINGS; DEBATE CENTRAL, A RESOURCE SENT FOR HIGH SCHOOL DEBATERS; BOTH SIDES, A PRESENTATION OF ALTERNATIVE VIEWPOINTS; AND THE NCPA CHANNEL.		576,490.
	<u>\$ 0.</u>	<u>\$ 3,747,452.</u>

**STATEMENT 4**  
**FORM 990, PART IV, LINE 57**  
**LAND, BUILDINGS, AND EQUIPMENT**  
*SEE ATTACHED SCHEDULE B*

CATEGORY	BASIS	ACCUM. DEPREC.	BOOK VALUE
FURNITURE AND FIXTURES	\$ 644,498.	\$ 486,961.	\$ 157,537.
IMPROVEMENTS	11,703.	9,455.	2,248.
MISCELLANEOUS	-7,933.	-5,685.	-2,248.
TOTAL	<u>\$ 648,268.</u>	<u>\$ 490,731.</u>	<u>\$ 157,537.</u>

**STATEMENT 5**  
**FORM 990, PART IV, LINE 58**  
**OTHER ASSETS**

DEPOSITS	\$ 9,851.
TOTAL	<u>\$ 9,851.</u>

**STATEMENT 6**  
**FORM 990, PART IV, LINE 65**  
**OTHER LIABILITIES**

DEFERRED COMPENSATION PAYABLE	\$ 1,075,919.
TOTAL	<u>\$ 1,075,919.</u>

STATEMENT 7  
SCHEDULE A, PART III, LINE 2  
TRANSACTIONS WITH TRUSTEES, DIRECTORS, ETC.

SEE ATTACHED SCHEDULES E & G

## Page 1, Part I, Line 8c, Column A and B: Sales and Disposition of Assets

## (A) SECURITIES

<u>Donated Stock</u>	<u>Date Acquired</u>	<u>Date Sold</u>	<u>Gross Proceeds</u>	<u>Basis</u>	<u>Gain (Loss)</u>	
Proctor & Gamble	Sep-02	Jan-03	266	FMV when donated Selling expenses	266 <u>0</u> 266	0
Viacom	Dec-02	Jan-03	12,780	FMV when donated Selling expenses	12,048 <u>237</u> 11,811	732
EOG Resources	Jan-03	Jan-03	9,612	FMV when donated Selling expenses	9,844 <u>195</u> 9,649	(232)
Rynair Holdings	Mar-03	Mar-03	97,465	FMV when donated Selling expenses	99,470 <u>3</u> 99,467	(2,005)
Varian Medical Sys	Aug-03	Aug-03	10,199	FMV when donated Selling expenses	10,151 <u>0</u> 10,151	48
Altria Group	Oct-03	Oct-03	278	FMV when donated Selling expenses	293 <u>0</u> 293	(15)
Citigroup	Nov-03	Nov-03	9,754	FMV when donated Selling expenses	9,767 <u>0</u> 9,767	(13)
Tocqueville Gold	Aug-02	May-03	8,082	FMV when donated Selling expenses	5,353 <u>0</u> 5,353	2,729
Hussman Fund	Aug-02	May-03	4,558	FMV when donated Selling expenses	6,974 <u>0</u> 6,974	(2,416)
Vanguard Morgan	Nov-02	Aug-03	80,149	Cost Selling expenses	131,805 <u>0</u> 131,805	(51,656)
Vanguard Small Cap	Nov-02	Aug-03	115,936	Cost Selling expenses	125,384 <u>0</u> 125,384	(9,448)
			<u>349,079</u>		<u>411,355</u>	<u>(62,276)</u>



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Form 990 (2003)

## SCHEDULE B

Page 2, Part II, Line 42: Depreciation Expense

Page 3, Part IV, Line 57: Capital Assets Used in Exempt Activities

Property	Date in Service	Method	Years	Cost	Prior Years' Depreciation	Current Depreciation	Retirements	Accumulated Depreciation	Book Value
Office Furniture and Equipment	1983-91	S/L	5	\$ 84,811	\$ 84,811	\$ -		\$ 84,811	\$ -
Office Furniture and Equipment	1992	S/L	5	19,733	19,733		-	19,733	-
Office Furniture and Equipment	1993	S/L	5	7,123	7,123		-	7,123	-
Office Furniture and Equipment	1994	S/L	5	60,555	60,555		-	60,555	-
Office Furniture and Equipment	1995	S/L	5	36,183	36,183		-	36,183	-
Office Furniture and Equipment	1996	S/L	5	11,671	11,671		-	11,671	-
Office Furniture and Equipment	1997	S/L	5	42,550	42,550		-	42,550	-
Office Furniture and Equipment	1998	S/L	5	44,173	31,520	12,653		44,173	-
Office Furniture and Equipment	1999	S/L	5	74,996	32,121	15,000		47,121	27,875
Office Furniture and Equipment	2000	S/L	5	56,459	18,662	10,934		29,596	26,863
Office Furniture and Equipment	2001	S/L	5	57,977	5,153	11,595		16,748	41,229
Office Furniture and Equipment	2002	S/L	5	85,015	63,369	17,003		80,372	4,643
Office Furniture and Equipment	2003	S/L	5	63,252	-	6,325		6,325	56,927
Lease Improvements	1991	S/L	5	645	645		-	645	-
Lease Improvements	1992	S/L	5	3,125	3,125		-	3,125	-
Lease Improvements	1998	S/L	5	7,933	5,685		7,933	-	-
<b>Total</b>				<b>\$ 656,201</b>	<b>\$ 422,906</b>	<b>\$ 73,510</b>	<b>\$ 7,933</b>	<b>\$ 490,731</b>	<b>\$ 157,536</b>

Page 2, Part II, Line 43: Other Expenses

Expense	(A) Total	(B) Program Services	(C) Management and General	(D) Fundraising
Advertising	\$ 34,899	\$ 33,954	\$ 610	\$ 335
Author Fees	82,027	82,027		
Clip services	26,745	26,745		
Computer services	61,458	61,458		
Consulting fees	118,590	80,294	7,974	30,322
Design services	22,756	22,756		
Dues	7,606	6,826	730	50
Registrations	9,515	5,600	832	3,083
Editing fees	9,770	9,770		
Faxing service	2,313	2,186		127
Insurance	38,212	31,119	5,998	1,095
Honoraria - speaking	133,372	122,372	11,000	
Miscellaneous	6,771	6,686		85
Newswire services	15,770	15,770		
Photography/television/video	27,781	26,853	928	
Subscriptions/books	34,346	30,905	2,441	1,000
<b>TOTAL</b>	<b>\$ 631,931</b>	<b>\$ 565,321</b>	<b>\$ 30,513</b>	<b>\$ 36,097</b>

Page 3, Part IV, Line 54, Column B: Investments - securities

<u>Investment</u>	<u>Fair Market Value</u>
Money market funds	0
Common stocks	12,774
Limited Partnership	405,940
Mutual funds	161,309
Rabbi Trust, held in mutual fund securities	1,062,056
<b>Total</b>	<b><u><u>\$1,642,079</u></u></b>

Page 4, Part V: List of Officers, Directors, Trustees and Key Employees

<u>Name and Address</u>	<u>Title</u>	<u>Average Weekly Hours</u>	<u>Compensation</u>		<u>Employee Benefits</u>	<u>403(b) and Deferred Compensation</u>	<u>Expense account and other allowances</u>
			<u>Salary</u>	<u>Bonus</u>	<u>Medical/disability</u>		
<b>OFFICERS</b>							
John C Goodman Dallas, TX	President	40+	\$235,000	\$85,000	\$29,664	See Note	\$12,000
Janice H Estes Dallas, TX	Chief Financial Officer	40+	95,000	5,000	7,911	3,800	0
Jeanette N Goodman Dallas, TX	Executive Vice President	40+	175,000	55,000	11,111	7,000	0
H Martin Gibson Dallas, Texas	Secretary	0-1	0	0	0	0	0
<b>BOARD OF DIRECTORS</b>							
David Brennan Akron, Ohio	Director	0-1	0	0	0	0	0
Don Buchholz Dallas, Texas	Director	0-1	0	0	0	0	0
Dan W Cook, III Dallas, TX	Director	0-1	0	0	0	0	0
Harlan R Crow Dallas, TX 75201	Director	0-1	0	0	0	0	0
Pierre S du Pont, IV Wilmington, DE	Director	1-5	0	0	0	0	0
Fred R Meyer Dallas, Texas	Director	0-1	0	0	0	0	0
John C Goodman Dallas, TX	President	1-5	0	0	0	0	0

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Page 4, Part V: List of Officers, Directors, Trustees and Key Employees

Name and Address	Title	Average Weekly Hours	Compensation		Employee Benefits	403(b) and Deferred Compensation	account and other allowances
			Salary	Bonus	Medical/disability		
Hi Martin Gibson Dallas, Texas	Secretary	0-1	0	0	0	0	0
Virginia Manheimer Lambertville, NJ	Director	0-1	0	0	0	0	0
Henry J "Bud" Smith Dallas, TX	Director	0-1	0	0	0	0	0
Thomas W Smith Greenwich, CT	Chairman	1-5	0	0	0	0	0
James Cleo Thompson Dallas, TX	Director	0-1	0	0	0	0	0
Jere W Thompson Dallas, TX	Director	0-1	0	0	0	0	0
Mike Whalen Moline, IL	Director	0-1	0	0	0	0	0

Note Includes an employer contribution of \$8,000 to a 403(b) plan, a contribution of \$120,000 to a rabbi trust and a net investment gain in the trust of \$301,558. Of the \$120,000 deferred compensation, one half was for the current year and one half was for prior years' service. The rabbi trust is owned by the organization, subject to its creditors and subject to forfeiture by the employee. Goodman is the potential beneficiary of the trust if he remains employed by the organization.

Page 5, Part VI, Line 90a: List of states where the 990 is filed:

Alaska  
Alabama  
Arkansas  
Arizona  
California  
Colorado  
Connecticut  
Delaware  
Florida  
Georgia  
Illinois  
Iowa  
Kansas  
Kentucky  
Louisiana  
Maine  
Maryland  
Massachusetts  
Mississippi  
New Jersey  
New York  
North Carolina  
Pennsylvania  
Texas  
Virginia  
Washington  
Wisconsin

**National Center for Policy Analysis**  
**75-1804932**  
**Form 990 (2003)**

**SCHEDULE G**

**Schedule A, Page 2, Part III, Line 2d: Statement of Activities with Related Parties**

Line 2d: In 2003, NCPA reimbursed the Committee for American Leadership \$439 for actual expenses incurred by Gov. Pete du Pont while conducting business on behalf of the NCPA. Receipts were provided. Gov. du Pont is Chairman of the Committee for American Leadership and is a member of the NCPA's Board of Directors.

NCPA officers were reimbursed for business expenses. Reimbursements were for actual expenses in carrying out the organization's activities and receipts were provided.

John C. Goodman, President	\$3,447
Jeanette N. Goodman, Senior Vice President	\$8,681
Janice H. Estes, Chief Financial Officer	\$4,565

# Application for Extension of Time to File an Exempt Organization Return

Department of the Treasury  
Internal Revenue Service

▶ File a separate application for each return

- If you are filing for an **Automatic 3-Month Extension**, complete only **Part I** and check this box
  - If you are filing for an **Additional (not automatic) 3-Month Extension**, complete only **Part II** (on page 2 of this form).
- Note: Do not complete Part II unless you have already been granted an automatic 3-month extension on a previously filed Form 8868.**

**Part I Automatic 3-Month Extension of Time** — Only submit original (no copies needed)

**Note: Form 990-T corporations requesting an automatic 6-month extension — check this box and complete Part I only**

All other corporations (including Form 990-C filers) must use Form 7004 to request an extension of time to file income tax returns. Partnerships, REMICs and trusts must use Form 8736 to request an extension of time to file Form 1065, 1066, or 1041

<b>Type or print</b> File by the due date for filing your return. See instructions.	Name of Exempt Organization	Employer identification number
	NATIONAL CENTER FOR POLICY ANALYSIS	75-1804932
	Number, street and room or suite number. If a P O box, see instructions	
	12655 N. CENTRAL EXPRESSWAY #720	
	City, town or post office. For a foreign address, see instructions	state ZIP code
	DALLAS, TX 75243	

**Check type of return to be filed** (file a separate application for each return)

- |  |  |                                    |
|--|--|------------------------------------|
| <input checked="" type="checkbox"/> Form 990 | <input type="checkbox"/> Form 990-T (corporation)                    | <input type="checkbox"/> Form 4720 |
| <input type="checkbox"/> Form 990-BL         | <input type="checkbox"/> Form 990-T (Section 401(a) or 408(a) trust) | <input type="checkbox"/> Form 5227 |
| <input type="checkbox"/> Form 990-EZ         | <input type="checkbox"/> Form 990-T (trust other than above)         | <input type="checkbox"/> Form 6069 |
| <input type="checkbox"/> Form 990-PF         | <input type="checkbox"/> Form 1041-A                                 | <input type="checkbox"/> Form 8870 |

- If the organization does **not** have an office or place of business in the United States, check this box
- If this is for a **Group Return**, enter the organization's four digit Group Exemption Number (GEN) \_\_\_\_\_. If this is for the **whole** group, check this box . If it is for part of the group, check this box  and attach a list with the names and EINs of all members the extension will cover.

1 I request an automatic 3-month (6-month, for **990-T corporation**) extension of time until 8/15, 20 04, to file the exempt organization return for the organization named above. The extension is for the organization's return for:  
 ▶  calendar year 20 03 or  
 ▶  tax year beginning \_\_\_\_\_, 20 \_\_\_\_\_, and ending \_\_\_\_\_, 20 \_\_\_\_\_.

2 If this tax year is for less than 12 months, check reason  Initial return  Final return  Change in accounting period

3a If this application is for Form 990-BL, 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits. See instructions \$ \_\_\_\_\_ 0.

b If this application is for Form 990-PF or 990-T, enter any refundable credits and estimated tax payments made. Include any prior year overpayment allowed as a credit \$ \_\_\_\_\_ 0.

c **Balance Due.** Subtract line 3b from line 3a. Include your payment with this form, or, if required, deposit with FTD coupon or, if required, by using EFTPS (Electronic Federal Tax Payment System) See instructions. \$ \_\_\_\_\_ 0.

**Signature and Verification**

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, and that I am authorized to prepare this form.

Signature ▶ Charon L Stehli Title ▶ CPA Date ▶ 5-17-04

**BAA For Paperwork Reduction Act Notice, see instructions.**

Form 8868 (12-2000)