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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 black lung benefit trust or private foundation)

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

OMB No 1545-0047

2008**Open to Public
Inspection****A For the 2008 calendar year, or tax year beginning****11/01, 2008, and ending****10/31, 2009**

B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Termination <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	Please use IRS label or print or type. See Specific Instructions.	C Name of organization CHAMBER OF COMMERCE OF GREATER KANSAS		D Employer identification number 44-0196840
		Doing Business As		E Telephone number (816) 221-2424
		Number and street (or P O box if mail is not delivered to street address) Room/suite 911 MAIN STREET, SUITE 2600		G Gross receipts \$ 5,404,524.
		City or town, state or country, and ZIP + 4 KANSAS CITY, MO 64105		H(a) Is this a group return for affiliates? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> H(b) Are all affiliates included? Yes <input type="checkbox"/> No <input type="checkbox"/> If "No," attach a list (see instructions)
F Name and address of principal officer PETE LEVI 911 MAIN STREET, SUITE 2600 KANSAS CITY, MO 64105		H(c) Group exemption number ▶		
I Tax-exempt status <input checked="" type="checkbox"/> 501(c) (6) ◀ (insert no) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		J Website: ▶ WWW.KCCHAMBER.COM		
K Type of organization <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶		L Year of formation		M State of legal domicile MO

Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities PROVIDE LEADERSHIP TO BUILD A VIBRANT AND PROSPEROUS REGIONAL COMMUNITY WITH AN OUTSTANDING QUALITY OF LIFE. ASSIST OUR MEMBERS IN BECOMING SMARTER, MORE VISIBLE, AND BETTER CONNECTED.		
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its assets		
	3 Number of voting members of the governing body (Part VI, line 1a)	3 61	
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4 59	
	5 Total number of employees (Part V, line 2a)	5 51	
	6 Total number of volunteers (estimate if necessary)	6	
	7a Total gross unrelated business revenue from Part VIII, line 12, column (C)	7a -33,814.	
	7b Net unrelated business taxable income from Form 990-T, line 34	7b -33,814.	
	Revenue	8 Contribution and grants (Part VIII, line 1h)	Prior Year NONE Current Year NONE
		9 Program service revenue (Part VIII, line 2g)	5,205,744. 4,740,433.
10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)		53,545. -7,967.	
11 Other revenue (Part VIII, column (A), lines 5, 6a-6c, 6e, 10c, and 11e)		671,985. 672,058.	
12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)		5,931,274. 5,404,524.	
13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)		25,000. 25,000.	
14 Benefits paid to or for members (Part IX, column (A), line 4)		NONE	
15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)		2,813,996. 2,964,548.	
16a Professional fundraising fees (Part IX, column (A), line 11e)		NONE	
16b Total fundraising expenses, Part IX, column (A), line 25		NONE	
Expenses	17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24f)	3,128,571. 2,580,786.	
	18 Total expenses Add lines 13-17 (must equal Part IX, column (A), line 25)	5,967,567. 5,570,334.	
	19 Revenue less expenses Subtract line 18 from line 12	-36,293. -165,810.	
	20 Total assets (Part X, line 16)	Beginning of Year 4,448,246. End of Year 3,384,158.	
Net Assets or Fund Balances	21 Total liabilities (Part X, line 26)	2,548,960. 1,490,884.	
	22 Net assets or fund balances Subtract line 21 from line 20.	1,899,286. 1,893,274.	

Part II Signature Block

Sign Here	Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.	
	Signature of officer JAMES A. HEETER, PRESIDENT & CEO	Date 5/5/10
Paid Preparer's Use Only	Preparer's signature [Signature]	Date 4/29/10
	Firm's name (or yours if self-employed), address, and ZIP + 4 HOUSE PARK & DOBRATZ, P.C. 605 W. 47TH STREET, SUITE 301 KANSAS CITY, MO 64112	Check if self-employed <input type="checkbox"/> Preparer's identifying number (see instructions) P00269044
EIN ▶ 43-1562209		Phone no ▶ 816-931-3393
May the IRS discuss this return with the preparer shown above? (See instructions) <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		

For Privacy Act and Paperwork Reduction Act Notice, see the separate instructions.

Form 990 (2008)

JSA
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51P17Y K501 03/30/2010 13:21:28

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Part III Statement of Program Service Accomplishments (see instructions)**1** Briefly describe the organization's mission:

PROVIDE LEADERSHIP TO BUILD A VIBRANT AND PROSPEROUS REGIONAL
COMMUNITY WITH AN OUTSTANDING QUALITY OF LIFE. ASSIST OUR MEMBERS IN
BECOMING SMARTER, MORE VISIBLE, AND BETTER CONNECTED.

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 exempt purpose achievements for each of the organization's three largest program services by expenses. Section 501(c)(3) and 501(c)(4) organizations and section 4947(a)(1) trusts 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 \$ _____ including grants of \$ _____) (Revenue \$ _____)

SEE STATEMENT 1

4b (Code _____) (Expenses \$ _____ including grants of \$ _____) (Revenue \$ _____)

SEE STATEMENT 1

4c (Code _____) (Expenses \$ _____ including grants of \$ _____) (Revenue \$ _____)

SEE STATEMENT 2

4d Other program services (Describe in Schedule O)

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

4e Total program service expenses ► \$ _____ (Must equal Part IX, Line 25, column (B))

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		X
2 Is the organization required to complete Schedule B, Schedule of Contributors?		X
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		X
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities? If "Yes," complete Schedule C, Part II		
5 Sections 501(c)(4), 501(c)(5), and 501(c)(6) organizations. Is the organization subject to the section 6033(e) notice and reporting requirement and proxy tax? If "Yes," complete Schedule C, Part III	X	
6 Did the organization maintain any donor advised funds or any accounts where 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		X
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		X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III		X
9 Did the organization report an amount in Part X, line 21, 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		X
10 Did the organization hold assets in term, permanent, or quasi-endowments? If "Yes," complete Schedule D, Part V		X
11 Did the organization report an amount in Part X, lines 10, 12, 13, 15, or 25? If "Yes," complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable	X	
12 Did the organization receive an audited financial statement for the year for which it is completing this return that was prepared in accordance with GAAP? If "Yes," complete Schedule D, Parts XI, XII, and XIII	X	
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E		X
14a Did the organization maintain an office, employees, or agents outside of the U S ?		X
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, and program service activities outside the U S ? If "Yes," complete Schedule F, Part I		X
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or assistance to any organization or entity located outside the United States? If "Yes," complete Schedule F, Part II		X
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or assistance to individuals located outside the United States? If "Yes," complete Schedule F, Part III		X
17 Did the organization report more than \$15,000 on Part IX, column (A), line 11e? If "Yes," complete Schedule G, Part I		X
18 Did the organization report more than \$15,000 total on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II		X
19 Did the organization report more than \$15,000 on Part VIII, line 9a? If "Yes," complete Schedule G, Part III		X
20 Did the organization operate one or more hospitals? If "Yes," complete Schedule H		X
21 Did the organization report more than \$5,000 on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II	X	
22 Did the organization report more than \$5,000 on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III		X
23 Did the organization answer "Yes" to Part VII, Section A, questions 3, 4, or 5? If "Yes," complete Schedule J	X	
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 questions 24b-24d and complete Schedule K If "No," go to question 25		X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
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?		
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
25a Section 501(c)(3) and 501(c)(4) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I		
b Did the organization become aware that it had engaged in an excess benefit transaction with a disqualified person from a prior year? If "Yes," complete Schedule L, Part I		
26 Was a loan to or by a current or former officer, director, trustee, key employee, highly compensated employee, or disqualified person outstanding as of the end of the organization's tax year? If "Yes," complete Schedule L, Part II		X
27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, or substantial contributor, or to a person related to such an individual? If "Yes," complete Schedule L, Part III		X

Part IV Checklist of Required Schedules (continued)

	Yes	No
28 During the tax year, did any person who is a current or former officer, director, trustee, or key employee		
a Have a direct business relationship with the organization (other than as an officer, director, trustee, or employee), or an indirect business relationship through ownership of more than 35% in another entity (individually or collectively with other person(s) listed in Part VII, Section A)? <i>If "Yes," complete Schedule L, Part IV</i>	28a X	
b Have a family member who had a direct or indirect business relationship with the organization? <i>If "Yes," complete Schedule L, Part IV</i>	28b	X
c Serve as an officer, director, trustee, key employee, partner, or member of an entity (or a shareholder of a professional corporation) doing business with the organization? <i>If "Yes," complete Schedule L, Part IV</i>	28c	X
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	29	X
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>	30	X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>	31	X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>	32	X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations section 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>	33	X
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Parts II, III, IV, and V, line 1</i>	34 X	
35 Is any related organization a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>	35	X
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>	36	
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? <i>If "Yes," complete Schedule R, Part VI</i>	37	X

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Part V Statements Regarding Other IRS Filings and Tax Compliance

		Yes	No
1a	Enter the number reported in Box 3 of Form 1096, Annual Summary and Transmittal of U S Information Returns. Enter -0- if not applicable.	1a	20
b	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable.	1b	NONE
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c	
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	51
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	2b	X
Note: If the sum of lines 1a and 2a is greater than 250, you may be required to e-file this return (see instructions)			
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year covered by this return?	3a	X
b	If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O.	3b	X
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	X
b	If "Yes," enter the name of the foreign country: _____ See the instructions for exceptions and filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts		
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a	X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b	X
c	If "Yes," to question 5a or 5b, did the organization file Form 8886-T, Disclosure by Tax-Exempt Entity Regarding Prohibited Tax Shelter Transaction?	5c	
6a	Did the organization solicit any contributions that were not tax deductible?	6a	X
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 provide goods or services in exchange for any quid pro quo contribution of more than \$75?	7a	
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b	
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c	
d	If "Yes," indicate the number of Forms 8282 filed during the year.	7d	
e	Did the organization, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e	X
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f	X
g	For all contributions of qualified intellectual property, did the organization file Form 8899 as required?	7g	
h	For contributions of cars, boats, airplanes, and other vehicles, did the organization file a Form 1098-C as required?	7h	
8	Section 501(c)(3) and other sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations. Did the supporting organization, or a fund maintained by a sponsoring organization, have excess business holdings at any time during the year?	8	
9	Section 501(c)(3) and other sponsoring organizations maintaining donor advised funds.		
a	Did the organization make any taxable distributions under section 4966?	9a	
b	Did the organization make a distribution to a donor, donor advisor, or related person?	9b	
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	

Form 990 (2008)

Part VI Governance, Management, and Disclosure (Sections A, B, and C request information about policies not required by the Internal Revenue Code)**Section A. Governing Body and Management**

	Yes	No
<i>For each "Yes" response to lines 2-7b below, and for a "No" response to lines 8 or 9b below, describe the circumstances, process, or changes in Schedule O. See instructions.</i>		
1a Enter the number of voting members of the governing body	1a 61	
b Enter the number of voting members that are independent	1b 59	
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	X
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	X
4 Did the organization make any significant changes to its organizational documents since the prior Form 990 was filed?	4	X
5 Did the organization become aware during the year of a material diversion of the organization's assets?	5	X
6 Does the organization have members or stockholders?	6	X
7a Does the organization have members, stockholders, or other persons who may elect one or more members of the governing body?	7a	X
b Are any decisions of the governing body subject to approval by members, stockholders, or other persons?	7b	X
8 Did the organizations contemporaneously document the meetings held or written actions undertaken during the year by the following:		
a The governing body?	8a X	
b Each committee with authority to act on behalf of the governing body?	8b X	
9a Does the organization have local chapters, branches, or affiliates?	9a	X
b If "Yes," does the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with those of the organization?	9b	
10 Was a copy of the Form 990 provided to the organization's governing body before it was filed? All organizations must describe in Schedule O the process, if any, the organization uses to review the Form 990.	10 X	
11 Is there any officer, director or 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.	11	X

Section B. Policies

	Yes	No
12a Does the organization have a written conflict of interest policy? If "No," go to line 13.	12a X	
b Are officers, directors or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b X	
c Does the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this is done.	12c X	
13 Does the organization have a written whistleblower policy?	13 X	
14 Does the organization have a written document retention and destruction policy?	14 X	
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 X	
b Other officers or key employees of the organization? Describe the process in Schedule O (see instructions).	15b X	
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	X
b If "Yes," has the organization adopted a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and taken 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: MO

18 Section 6104 requires an organization to make its Forms 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection. Indicate how you make these available. Check all that apply.
☐ Own website ☒ Another's website ☒ Upon request

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

20 State the name, physical address, and telephone number of the person who possesses the books and records of the organization: RICHARD L GIBSON 911 MAIN ST, STE 2600 KANSAS CITY, MO 64105
816-221-2424

Part VIII Statement of Revenue

44-0196840

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512, 513, or 514
Contributions, gifts, grants and other similar amounts	1a	Federated campaigns	1a				
	b	Membership dues	1b				
	c	Fundraising events	1c				
	d	Related organizations	1d				
	e	Government grants (contributions) . .	1e				
	f	All other contributions, gifts, grants, and similar amounts not included above .	1f				
	g	Noncash contributions included in lines 1a-1f \$					
	h	Total. Add lines 1a-1f		NONE			
Program Service Revenue	Business Code						
	2a	PROGRAM AND EVENTS INCOME		1,626,256.	1,626,256.		
	b	MEMBERSHIP DUES		3,114,177.	3,114,177.		
	c						
	d						
	e						
	f	All other program service revenue					
	g	Total. Add lines 2a-2f		4,740,433.			
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts) STMT 4		23,118.		-33,814.	56,932.
	4	Income from investment of tax-exempt bond proceeds		NONE			
	5	Royalties		NONE			
		(i) Real	(ii) Personal				
	6a	Gross Rents					
	b	Less rental expenses					
	c	Rental income or (loss)					
	d	Net rental income or (loss)		NONE			
	7a	(i) Securities	(ii) Other				
		Gross amount from sales of assets other than inventory					
	b	Less cost or other basis and sales expenses					
	c	Gain or (loss)					
	d	Net gain or (loss)		-31,085.			-31,085.
	8a	Gross income from fundraising events (not including \$ of contributions reported on line 1c) See Part IV, line 18					
	b	Less direct expenses					
	c	Net income or (loss) from fundraising events		NONE			
	9a	Gross income from gaming activities See Part IV, line 19					
	b	Less direct expenses					
c	Net income or (loss) from gaming activities		NONE				
10a	Gross sales of inventory, less returns and allowances						
b	Less cost of goods sold						
c	Net income or (loss) from sales of inventory		NONE				
Miscellaneous Revenue			Business Code				
11a	ADMINISTRATIVE SERVICES			11,122.	11,122.		
b	CHAMBER CHOICE-NET			630,000.	630,000.		
c	CENTURIONS REVENUE			30,936.	30,936.		
d	All other revenue						
e	Total. Add lines 11a-11d			672,058.			
12	Total Revenue. Add lines 1h, 2g, 3, 4, 5, 6d, 7d, 8c, 9c, 10c, and 11e			5,404,524.	5,412,491.	-33,814.	25,847.

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) but are not required to complete columns (B), (C), and (D).

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 governments and organizations in the U.S. See Part IV, line 21 . . .	25,000.	25,000.		
2 Grants and other assistance to individuals in the U.S. See Part IV, line 22	NONE			
3 Grants and other assistance to governments, organizations, and individuals outside the U.S. See Part IV, lines 15 and 16	NONE			
4 Benefits paid to or for members	NONE			
5 Compensation of current officers, directors, trustees, and key employees	969,991.			
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . . .	NONE			
7 Other salaries and wages	1,286,085.			
8 Pension plan contributions (include section 401 (k) and section 403(b) employer contributions) . .	301,318.			
9 Other employee benefits	234,593.			
10 Payroll taxes	172,561.			
11 Fees for services (non-employees)				
a Management	NONE			
b Legal	6,985.			
c Accounting	149,526.			
d Lobbying	NONE			
e Professional fundraising services See Part IV, line 17	NONE			
f Investment management fees	NONE			
g Other	NONE			
12 Advertising and promotion	NONE			
13 Office expenses	98,550.			
14 Information technology	NONE			
15 Royalties	NONE			
16 Occupancy	287,283.			
17 Travel	49,258.			
18 Payments of travel or entertainment expenses for any federal, state, or local public officials	NONE			
19 Conferences, conventions, and meetings	11,356.			
20 Interest	NONE			
21 Payments to affiliates	NONE			
22 Depreciation, depletion, and amortization	40,269.			
23 Insurance	NONE			
24 Other expenses. Itemize expenses not covered above (Expenses grouped together and labeled miscellaneous may not exceed 5% of total expenses shown on line 25 below)				
a SPECIAL PROJECTS	955,805.			
b MEMBER DEVELOPMENT	416,522.			
c MEMBER SERVICES	344,973.			
d PARKING	26,495.			
e BANK CHARGES	31,145.			
f All other expenses	162,619.			
25 Total functional expenses. Add lines 1 through 24f	5,570,334.	25,000.		
26 Joint Costs. Check here <input type="checkbox"/> If following SOP 98-2 Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation				

Part X Balance Sheet

		(A) Beginning of year		(B) End of year
Assets	1 Cash - non-interest-bearing	56,167.	1	120,121.
	2 Savings and temporary cash investments	990,933.	2	649,466.
	3 Pledges and grants receivable, net		3	
	4 Accounts receivable, net	54,770.	4	153,744.
	5 Receivables from current and former officers, directors, trustees, key employees, or other related parties. Complete Part II of Schedule L		5	
	6 Receivables from other disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B). Complete Part II of Schedule L		6	
	7 Notes and loans receivable, net		7	
	8 Inventories for sales or use		8	
	9 Prepaid expenses and deferred charges SFMT. 5	278,568.	9	195,935.
	10a Land, buildings, and equipment, cost basis 10a 1,182,001.			
	b Less accumulated depreciation. Complete Part VI of Schedule D. 10b 1,080,502.	67,757.	10c	101,499.
	11 Investments - publicly traded securities. SFMT. 6	3,000,051.	11	2,163,393.
	12 Investments - other securities. See Part IV, line 11		12	
	13 Investments - program-related. See Part IV, line 11		13	
	14 Intangible assets		14	
	15 Other assets. See Part IV, line 11		15	
16 Total assets. Add lines 1 through 15 (must equal line 34)	4,448,246.	16	3,384,158.	
Liabilities	17 Accounts payable and accrued expenses	397,557.	17	351,782.
	18 Grants payable		18	
	19 Deferred revenue SFMT. 7	959,876.	19	816,518.
	20 Tax-exempt bond liabilities		20	
	21 Escrow account liability. Complete Part IV of Schedule D		21	
	22 Payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L		22	
	23 Secured mortgages and notes payable to unrelated third parties		23	
	24 Unsecured notes and loans payable		24	
	25 Other liabilities. Complete Part X of Schedule D	1,191,527.	25	322,584.
	26 Total liabilities. Add lines 17 through 25.	2,548,960.	26	1,490,884.
Net Assets or Fund Balances	Organizations that follow SFAS 117, check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.			
	27 Unrestricted net assets	1,899,286.	27	1,893,274.
	28 Temporarily restricted net assets		28	
	29 Permanently restricted net assets		29	
	Organizations that do not follow SFAS 117, check here <input type="checkbox"/> and complete lines 30 through 34.			
	30 Capital stock or trust principal, or current funds		30	
	31 Paid-in or capital surplus, or land, building, or equipment fund		31	
	32 Retained earnings, endowment, accumulated income, or other funds		32	
	33 Total net assets or fund balances	1,899,286.	33	1,893,274.
	34 Total liabilities and net assets/fund balances.	4,448,246.	34	3,384,158.

Part XI Financial Statements and Reporting

		Yes	No
1	Accounting method used to prepare the Form 990 <input type="checkbox"/> Cash <input type="checkbox"/> Accrual <input checked="" type="checkbox"/> Other		
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?	2a	X
b	Were the organization's financial statements audited by an independent accountant?	2b	X
c	If "Yes" to lines 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	X
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	X
b	If "Yes," did the organization undergo the required audit or audits?	3b	

SCHEDULE C
(Form 990 or 990-EZ)

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

- To be completed by organizations described below.
► Attach to Form 990 or Form 990-EZ.

OMB No 1545-0047

2008

**Open to Public
Inspection**

If the organization answered "Yes," to Form 990, Part IV, line 3, or Form 990-EZ, Part VI, 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," to Form 990, Part IV, line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then

- Section 501(cy)(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," to Form 990, Part IV, line 5 (Proxy Tax), then

- Section 501(c)(4), (5), or (6) organizations Complete Part III

Name of organization	Employer identification number
CHAMBER OF COMMERCE OF GREATER KANSAS CITY	44-0196840

Part I-A To be completed by all organizations exempt under section 501(c) and section 527 organizations.
See the instructions for Schedule C for details

- 1 Provide a description of the organization's direct and indirect political campaign activities in Part IV
- 2 Political expenditures ► \$
- 3 Volunteer hours

Part I-B To be completed by all organizations exempt under section 501(c)(3).
See the instructions for Schedule C for details.

- 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 To be completed by all organizations exempt under section 501(c), except section 501(c)(3).
See the instructions for Schedule C for details

- 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 of direct and indirect exempt function expenditures Add lines 1 and 2 and enter here and on Form 1120-POL, line 17b ► \$
- 4 Did the filing organization file Form 1120-POL for this year? ☐ Yes ☐ No
- 5 State the names, addresses and employer identification number (EIN) of all section 527 political organizations to which payments were made Enter the amount paid and indicate if the amount was paid from the filing organization's funds or were political contributions received and 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-

Part II-A To be completed by organizations exempt under section 501(c)(3) that filed Form 5768 (election under section 501(h)). See the instructions for Schedule C for details

- A** Check ☐ if the filing organization belongs to an affiliated group
- 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												
1 a	Total lobbying expenditures to influence public opinion (grass roots lobbying)														
b	Total lobbying expenditures to influence a legislative body (direct lobbying)														
c	Total lobbying expenditures (add lines 1a and 1b)														
d	Other exempt purpose expenditures														
e	Total exempt purpose expenditures (add lines 1c and 1d)														
f	Lobbying nontaxable amount. Enter the amount from the following table in both columns														
<table border="1"> <thead> <tr> <th>If the amount on line 1e, column (a) or (b) is:</th> <th>The lobbying nontaxable amount is:</th> </tr> </thead> <tbody> <tr> <td>Not over \$500,000</td> <td>20% of the amount on line 1e</td> </tr> <tr> <td>Over \$500,000 but not over \$1,000,000</td> <td>\$100,000 plus 15% of the excess over \$500,000</td> </tr> <tr> <td>Over \$1,000,000 but not over \$1,500,000</td> <td>\$175,000 plus 10% of the excess over \$1,000,000</td> </tr> <tr> <td>Over \$1,500,000 but not over \$17,000,000</td> <td>\$225,000 plus 5% of the excess over \$1,500,000</td> </tr> <tr> <td>Over \$17,000,000</td> <td>\$1,000,000</td> </tr> </tbody> </table>		If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:	Not over \$500,000	20% of the amount on line 1e	Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000	Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000	Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000	Over \$17,000,000	\$1,000,000		
If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:														
Not over \$500,000	20% of the amount on line 1e														
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000														
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000														
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000														
Over \$17,000,000	\$1,000,000														
g	Grassroots nontaxable amount (enter 25% of line 1f)														
h	Subtract line 1g from line 1a. Enter -0- if line g is more than line a														
i	Subtract line 1f from line 1c. Enter -0- if line f is more than line c														
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?		<input type="checkbox"/> Yes <input type="checkbox"/> No												

4-Year Averaging Period Under Section 501(h)
(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the instructions for lines 2a through 2f of the instructions.)

Lobbying Expenditures During 4-Year Averaging Period					
Calendar year (or fiscal year beginning in)	(a) 2005	(b) 2006	(c) 2007	(d) 2008	(e) Total
2 a Lobbying non-taxable amount					
b Lobbying ceiling amount (150% line 2a, column(e))					
c Total lobbying expenditures					
d Grassroots non-taxable amount					
e Grassroots ceiling amount (150% of line 2d, column (e))					
f Grassroots lobbying expenditures					

Schedule C (Form 990 or 990-EZ) 2008

Part II-B To be completed by organizations exempt under section 501(c)(3) that have NOT filed Form 5768 (election under section 501(h)). See the instructions for Schedule C for details

		(a)		(b)
		Yes	No	Amount
i	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 other means?			
i	Other activities? If "Yes," describe in Part IV			
j	Total lines 1c through 1i			
2 a	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 To be completed by all organizations exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6). See the instructions for Schedule C for details

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

Part III-B To be completed by all organizations exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) if BOTH Part III-A, questions 1 and 2 are answered "No" OR if Part III-A, question 3 is answered "Yes." See Schedule C instructions for details.

1	Dues, assessments and similar amounts from members	1	3,114,177.
2	Section 162(e) non-deductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).		
a	Current year	2a	693,032.
b	Carryover from last year	2b	
c	Total	2c	693,032.
3	Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	3	778,544.
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 (line 2c total minus 3 and 4)	5	-85,512.

Part IV Supplemental Information

Complete this part to provide the descriptions required for Part I-A, line 1, Part I-B, line 4, Part I-C, line 5 and Part II-B, line 1i. Also, complete this part for any additional information.

Part IV **Supplemental Information** *(continued)*[illegible]

SCHEDULE D
(Form 990)

Supplemental Financial Statements

OMB No 1545-0047

2008

Open to Public
Inspection

Department of the Treasury
Internal Revenue Service

► Attach to Form 990. To be completed by organizations that
answered "Yes," to Form 990, Part IV, line 6, 7, 8, 9, 10, 11, or 12.

Name of the organization

Employer identification number

CHAMBER OF COMMERCE OF GREATER KANSAS CITY

44-0196840

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

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

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

1 Purpose(s) of conservation easements held by the organization (check all that apply)

<input type="checkbox"/> Preservation of land for public use (e.g., recreation or pleasure)	<input type="checkbox"/> Preservation of an historically important land area
<input type="checkbox"/> Protection of natural habitat	<input type="checkbox"/> Preservation of certified historic structure
<input type="checkbox"/> Preservation of open space	

2 Complete lines 2a-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 8/17/06	2d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the taxable 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, violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No

6 Staff or volunteer hours devoted to monitoring, inspecting, and enforcing easements during the year ► _____

7 Amount of expenses incurred in monitoring, inspecting, and enforcing 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 170(h)(4)(B)(ii)? ☐ Yes ☐ No

9 In Part XIV, 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" to Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116, 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 XIV, the text of the footnote to its financial statements that describes these items

b If the organization elected, as permitted under SFAS 116, 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) Revenues included in 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 SFAS 116 relating to these items

a Revenues included in 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 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 d ☐ Loan or exchange programs
 b ☐ Scholarly research e ☐ Other _____
 c ☐ Preservation for future generations

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

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 Trust, Escrow and Custodial Arrangements. Complete if organization answered "Yes" to 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 XIV 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? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIV

Part V Endowment Funds. Complete if organization answered "Yes" to 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					
b Contributions					
c Investment earnings or losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

2 Provide the estimated percentage of the year end balance held as

- a Board designated or quasi-endowment ▶ _____ %
 b Permanent endowment ▶ _____ %
 c Term endowment ▶ _____ %

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

(i) unrelated organizations **3a(i)** ☐ Yes ☐ No
 (ii) related organizations **3a(ii)** ☐ Yes ☐ No

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

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

Part VI Investments - Land, Buildings, and Equipment. See Form 990, Part X, line 10

Description of investment	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements		29,870.	22,267.	7,603.
d Equipment		NONE	NONE	NONE
e Other		1,152,131.	1,058,235.	93,896.
Total. Add lines 1a-1e (Column (d) should equal Form 990, Part X, column (B), line 10(c)) ▶				101,499.

Schedule D (Form 990) 2008

Part VII Investments - Other Securities. 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
Financial derivatives and other financial products		
Closely-held equity interests		
Other _____		

Total. (Column (b) should equal Form 990, Part X, col (B) line 12) ▶		

Part VIII Investments - Program Related. See Form 990, Part X, line 13

(a) Description of investment type	(b) Book value	(c) Method of valuation Cost or end-of-year market value

Total. (Column (b) should equal Form 990, Part X, col (B) line 13) ▶		

Part IX Other Assets. See Form 990, Part X, line 15.

(a) Description	(b) Book value

Total. (Column (b) should equal Form 990, Part X, col (B) line 15) ▶	

Part X Other Liabilities. See Form 990, Part X, line 25

(a) Description of liability	(b) Amount
Federal income taxes	
DEFERRED COMPENSATION (MACGREGOR/ES)	322,584.

Total. (Column (b) should equal Form 990, Part X, col (B) line 25) ▶	322,584.

In Part XIV, 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

Part XI Reconciliation of Change in Net Assets from Form 990 to Financial Statements

1	Total revenue (Form 990, Part VIII, column (A), line 12)	1	5,404,524.
2	Total expenses (Form 990, Part IX, column (A), line 25)	2	5,570,334.
3	Excess or (deficit) for the year Subtract line 2 from line 1	3	-165,810.
4	Net unrealized gains (losses) on investments	4	159,789.
5	Donated services and use of facilities	5	
6	Investment expenses	6	
7	Prior period adjustments	7	
8	Other (Describe in Part XIV)	8	
9	Total adjustments (net) Add lines 4-8	9	159,789.
10	Excess or (deficit) for the year per financial statements Combine lines 3 and 9	10	-6,021.

Part XII Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

1	Total revenue, gains, and other support per audited financial statements	1	5,818,907.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12		
a	Net unrealized gains on investments	2a	159,789.
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIV)	2d	254,594.
e	Add lines 2a through 2d	2e	414,383.
3	Subtract line 2e from line 1	3	5,404,524.
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 XIV)	4b	
c	Add lines 4a and 4b	4c	
5	Total revenue Add lines 3 and 4c. (This should equal Form 990, Part I, line 12)	5	5,404,524.

Part XIII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

1	Total expenses and losses per audited financial statements	1	5,824,928.
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	Losses reported on Form 990, Part IX, line 25	2c	
d	Other (Describe in Part XIV)	2d	254,594.
e	Add lines 2a through 2d	2e	254,594.
3	Subtract line 2e from line 1	3	5,570,334.
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 XIV)	4b	
c	Add lines 4a and 4b	4c	
5	Total expenses Add lines 3 and 4c. (This should equal Form 990, Part I, line 18)	5	5,570,334.

Part XIV Supplemental Information

Complete this part to 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, Part XI, line 8, Part XII, lines 2d and 4b, and Part XIII, lines 2d and 4b

CMS EXPENSES

SCH. D, PART XII & XIII LINE 2D

EXPENSES FOR CHAMBER MANAGMENT SERVICES, LLC ARE REPORTED NET OF REVENUES

FOR TAX REPORTING PURPOSES AND GROSS FOR FINANCIAL REPORTING PURPOSES

Part XIV Supplemental Information (continued)This image shows a full page of white paper with horizontal dashed lines, typical of primary-ruled notebook paper. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings present.

Grants and Other Assistance to Organizations, Governments, and Individuals in the U.S.

OMB No 1545-0047

2008

Open to Public Inspection

► Complete if the organization answered "Yes," on Form 990, Part IV, lines 21 or 22. ► Attach to Form 990.

Employer identification number

CHAMBER OF COMMERCE OF GREATER KANSAS CITY

44-0196840

Part I	General Information on Grants and Assistance
---------------	---

- 1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ☐ Yes ☒ No
- 2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States

Part II Grants and Other Assistance to Governments and Organizations in the United States. Complete if the organization answered "Yes" on

Grants and Other Assistance to Governments and Organizations in the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Check this box if no one recipient received more than \$5,000.

Use Part IV and Schedule I-1 (Form 990) if additional space is needed

[illegible]

- 2 Enter total number of section 501(c)(3) and government organizations
- 3 Enter total number of other organizations

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

Schedule I (Form 990) 2008

**SCHEDULE J
(Form 990)**

Department of the Treasury
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

► Attach to Form 990. To be completed by organizations that answered "Yes" to Form 990, Part IV, line 23.

OMB No 1545-0047

2008

Open to Public Inspection

Name of the organization

CHAMBER OF COMMERCE OF GREATER KANSAS CITY

Employer identification number

44-0196840

Part I Questions Regarding Compensation

1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- | | |
|--|---|
| <input type="checkbox"/> First-class or charter travel | <input type="checkbox"/> Housing allowance or residence for personal use |
| <input type="checkbox"/> Travel for companions | <input type="checkbox"/> Payments for business use of personal residence |
| <input type="checkbox"/> Tax indemnification and gross-up payments | <input checked="" type="checkbox"/> Health or social club dues or initiation fees |
| <input type="checkbox"/> Discretionary spending account | <input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef) |

b If line 1a is checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain

2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all officers, directors, trustees, and the CEO/Executive Director, regarding the items checked in line 1a?

3 Indicate which, if any, of the following the organization uses to establish the compensation of the organization's CEO/Executive Director. Check all that apply.

- | | |
|---|---|
| <input checked="" type="checkbox"/> Compensation committee | <input checked="" type="checkbox"/> Written employment contract |
| <input checked="" type="checkbox"/> Independent compensation consultant | <input checked="" type="checkbox"/> Compensation survey or study |
| <input type="checkbox"/> Form 990 of other organizations | <input checked="" type="checkbox"/> Approval by the board or compensation committee |

4 During the year, did any person listed in Form 990, Part VII, Section A, line 1a:

- | | | |
|--|-----------|---|
| a Receive a severance payment or change of control payment? | 4a | X |
| b Participate in, or receive payment from, a supplemental nonqualified retirement plan? | 4b | X |
| c Participate in, or receive payment from, an equity-based compensation arrangement? | 4c | X |
- 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) and 501(c)(4) organizations must complete lines 5-8.

5 For persons listed in 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 | |
| b Any related organization? | 5b | |
- If "Yes" to line 5a or 5b, describe in Part III.

6 For persons listed in 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 | |
| b Any related organization? | 6b | |
- If "Yes" to line 6a or 6b, describe in Part III.

7 For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III

8 Were any amounts reported in Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regs. section 53.4958-4(a)(3)? If "Yes," describe in Part III

Yes No

1b

X

2

X

4a

X

4b

X

4c

X

5a

5b

6a

6b

7

8

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

Schedule J (Form 990) 2008

Part III Supplemental Information

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

Area with horizontal dashed lines for supplemental information.

SCHEDULE J-2
(Form 990)

Department of the Treasury
Internal Revenue Service

Continuation Sheet for Form 990

▶ Attach to Form 990 to list additional information for Form 990, Part VII, Section A, line 1a.

OMB No 1545-0047

2008

**Open to Public
Inspection**

Name of the Organization

Employer Identification number

CHAMBER OF COMMERCE OF GREATER KANSAS CITY

44-0196840

Part I Continuation of Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
KAREN L. PLETZ VICE CHAIR	10.	X		X				NONE		NONE
T. NELSON MANN VICE CHAIR	10.	X		X				NONE		NONE
TOM BOWSER VICE CHAIR	10.	X		X				NONE		NONE
JOHN BLUFORD VICE CHAIR	10.	X		X				NONE		NONE
ROBERT D. REGNIER VICE CHAIR	10.	X		X				NONE		NONE
PAMELA R. BERNEKING MEMBER	1.	X						NONE		NONE
KEVIN BARTH MEMBER	1.	X						NONE		NONE
STEVE BERNSTEIN MEMBER	1.	X						NONE		NONE
MATHEW J. BOWEN VICE CHAIR	10.	X		X				NONE		NONE
MICHAEL BURKE VICE CHAIR	10.	X		X				NONE		NONE
LEE A. DERROUGH VICE CHAIR	10.	X		X				NONE		NONE
PETER DESILVA FIRST VICE CHAIR	15.	X		X				NONE		NONE
DAVID M. FOWLER CO-CHAIR	10.	X		X				NONE		NONE
JO ANNE GABBERT MEMBER	1.	X						NONE		NONE
E. FRANK ELLIS VICE CHAIR/TREASURER	15.	X		X				NONE		NONE
G. RICHARD HASTINGS VICE CHAIR	10.	X		X				NONE		NONE
RICK KRKA MEMBER	1.	X						NONE		NONE
FRED LOGAN VICE CHAIR	10.	X		X				NONE		NONE
WILLIAM P. LUCAS VICE CHAIR	10.	X		X				NONE		NONE
ROSHANN PARRIS VICE CHAIR	10.	X		X				NONE		NONE
BENNY LEE MEMBER	1.	X						NONE		NONE

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

Schedule J-2 (Form 990) 2008

JSA

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SCHEDULE J-2
(Form 990)

Department of the Treasury
Internal Revenue Service

Continuation Sheet for Form 990

▶ Attach to Form 990 to list additional information for Form 990, Part VII, Section A, line 1a.

OMB No 1545-0047

2008

**Open to Public
Inspection**

Name of the Organization

Employer Identification number

CHAMBER OF COMMERCE OF GREATER KANSAS CITY

44-0196840

Part I Continuation of Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
SCOTT M. SMITH MEMBER	1.	X						NONE		NONE
ANNE D. ST. PETER CHAIR OF THE BOARD	15.	X		X				NONE		NONE
DAVID A. WELTE VICE CHAIR	10.	X		X				NONE		NONE
BRIDGETTE WILLIAMS VICE CHAIR	10.	X		X				NONE		NONE
WILLIAM H. DOWNEY VICE CHAIR	10.	X		X				NONE		NONE
MARK R. JORGENSEN CO-CHAIR	10.	X		X				NONE		NONE
KAREN ZECY VICE CHAIR	10.	X		X				NONE		NONE
KENNETH V. HAGER VICE CHAIR	10.	X		X				NONE		NONE
EDWARD HONESTY VICE CHAIR	10.	X		X				NONE		NONE
RALPH REID MEMBER	1.	X						NONE		NONE
JAMES L. SPIGARELLI, PHD MEMBER	1.	X						NONE		NONE
BRENDA TINNEN MEMBER	1.	X						NONE		NONE
MICHAEL CHESSER CHAIR	10.	X		X				NONE		NONE
STEVE CORBEIL MEMBER	1.	X						NONE		NONE
TARA K. JOHNSON MEMBER	1.	X						NONE		NONE
DAN MCCARTHY MEMBER	1.	X						NONE		NONE
JOERG OHLE VICE CHAIR	10.	X		X				NONE		NONE
BOB PAGE MEMBER	1.	X						NONE		NONE
JULIE QUIRIN VICE CHAIR	10.	X		X				NONE		NONE
JACKIE SNYDER MEMBER	1.	X						NONE		NONE
THOMAS H. TRABON CHAIR	10.	X		X				NONE		NONE

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

Schedule J-2 (Form 990) 2008

JSA

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SCHEDULE J-2
(Form 990)

Department of the Treasury
Internal Revenue Service

Continuation Sheet for Form 990

► Attach to Form 990 to list additional information for Form 990, Part VII, Section A, line 1a.

OMB No 1545-0047

2008

**Open to Public
Inspection**

Name of the Organization

Employer Identification number

CHAMBER OF COMMERCE OF GREATER KANSAS CITY

44-0196840

Part I Continuation of Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
TOM TRIGG VICE CHAIR	10.	X		X				NONE		NONE
W. RUSSELL WELSH MEMBER	1.	X						NONE		NONE
GREG M. GRAVES P.E. SECOND VICE CHAIR	10.	X		X				NONE		NONE
ANDY ATTERBURY VICE CHAIR	10.	X		X				NONE		NONE
ROBERT J. BERKEBILE MEMBER	1.	X						NONE		NONE
PETER C. BROWN MEMBER	1.	X						NONE		NONE
JANE CHU MEMBER	1.	X						NONE		NONE
DAVID W. FRANTZE VICE CHAIR	10.	X		X				NONE		NONE
TOM GERKE MEMBER	1.	X						NONE		NONE
JAMES A. HEETER MEMBER	1.	X						NONE		NONE
L. PATRICK JAMES MD MEMBER	1.	X						NONE		NONE
RICK L. KAHLE MEMBER	1.	X						NONE		NONE
DENISE L. KRUSE MEMBER	1.	X						NONE		NONE
PATRICK J. MCCOWN MEMBER	1.	X						NONE		NONE
ERIC M. MORGENSTERN MEMBER	1.	X						NONE		NONE
HENRY SANDATE MEMBER	1.	X						NONE		NONE
MARILYN TOWNSEND MEMBER	1.	X						NONE		NONE
CAROLYN WATLEY MEMBER	1.	X						NONE		NONE
MARK ZIEMAN MEMBER	1.	X						NONE		NONE
PETER S. LEVI PRESIDENT & CEO	40.			X	X	X		436,274.		232,951.
RICHARD L. GIBSON VP & CHIEF ADMIN OFF	40.			X		X		117,378.		

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

Schedule J-2 (Form 990) 2008

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▶ Attach to Form 990 to list additional information for Form 990, Part VII, Section A, line 1a.

Name of the Organization

Employer Identification number

CHAMBER OF COMMERCE OF GREATER KANSAS CITY

44-0196840

Part I Continuation of Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

[illegible]

SCHEDULE L
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Transactions With Interested Persons

► Attach to Form 990 or Form 990-EZ.
► To be completed by organizations that answered
"Yes" on Form 990, Part IV, lines 25a, 25b, 26, 27, 28a, 28b, or 28c,
or Form 990-EZ, Part V, lines 38b or 40b.

OMB No 1545-0047

2008

**Open To Public
Inspection**

Name of the organization

CHAMBER OF COMMERCE OF GREATER KANSAS CITY

Employer identification number

44-0196840

Part I Excess Benefit Transactions (section 501(c)(3) and section 501(c)(4) organizations only)

To be completed by organizations that answered "Yes" on Form 990, Part IV, lines 25a or 25b, or Form 990-EZ, Part V, line 40b

1	(a) Name of disqualified person	(b) Description of transaction	(c) Corrected?	
			Yes	No

2 Enter the amount of tax imposed on the organization managers or disqualified persons during the year under section 4958 ► \$

3 Enter the amount of tax, if any, on line 2, above, reimbursed by the organization ► \$

Part II Loans to and/or From Interested Persons.

To be completed by organizations that answered "Yes" on Form 990, Part IV, line 26, or Form 990-EZ, Part V, line 38a

(a) Name of interested person and purpose	(b) Loan to or from the organization?		(c) Original principal amount	(d) Balance due	(e) In default?		(f) Approved by board or committee?		(g) Written agreement?	
	To	From			Yes	No	Yes	No	Yes	No

Total ► \$

Part III Grants or Assistance Benefitting Interested Persons.

To be completed by organizations that answered "Yes" on Form 990, Part IV, line 27

(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of grant or type of assistance

Part IV Business Transactions Involving Interested Persons.

To be completed by organizations that answered "Yes" on Form 990, Part IV, lines 28a, 28b, or 28c

(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of transaction	(d) Description of transaction	(e) Sharing of organization's revenues?	
				Yes	No
TOM BOWSER, BLUE CROSS BLUE SHIELD	BOARD MEMBER	242,135.	CHAMBER'S HEALTH INS. PROVIDER		X
TOM BOWSER, BLUE CROSS BLUE SHIELD	BOARD MEMBER	630,000.	CHAMBER EDORSES HLT INS. PRGRM		X
CAROLYN WATLEY, CBIZ BENEFITS	BOARD MEMBER	183,320.	PROVIDES ACCT. SERV. TO CHMBR		X

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

Schedule L (Form 990 or 990-EZ) 2008

SCHEDULE O
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990

► Attach to Form 990. To be completed by organizations to provide additional information for responses to specific questions for the Form 990 or to provide any additional information.

OMB No 1545-0047

2008

Open to Public
Inspection

Name of the organization

CHAMBER OF COMMERCE OF GREATER KANSAS CITY

Employer identification number

44-0196840

OFFICER COMPENSATION

PART VI, SECTION A & B, LINE 15

THE PRESIDENT/CEO HAS A SALARY AND COMPENSATION PACKAGE SET BY THE BOARD'S GOALS & COMPENSATION COMMITTEE, IN ACCORDANCE WITH THE BOARD'S BYLAWS. THE COMMITTEE USES AN INDEPENDENT CONTRACTOR TO CONDUCT AN EXTENSIVE REVIEW OF CURRENT CHAMBERS OF COMMERCE PRESIDENTS/CEOS OF SIMILAR SIZE CHAMBERS WITH SIMILAR MISSION FOCUS ACROSS THE UNITED STATES. IN ADDITION, THE CONTRACTOR DETERMINES WHAT SALARIES AND COMPENSATION PACKAGES ARE FOR LOCAL AND REGIONAL NOT-FOR-PROFIT ORGANIZATIONS' PRESIDENTS/CEOS WITH SIMILAR SIZE OF STAFFING, BUDGET, AND REGIONAL SCOPE. ONCE THE CONTRACTOR HAS COMPLETED A THOROUGH ANALYSIS AND MADE A RECOMMENDATION, THE GOALS & COMPENSATION COMMITTEE ESTABLISHES THE SALARY AND COMPENSATION PACKAGE FOR THE PRESIDENT/CEO. FOR EACH VICE PRESIDENT, A SIMILAR PROCESS IS CONDUCTED BY THE CHAMBER, AND THE PRESIDENT/CEO DETERMINES EACH VP'S SALARY BASED ON INDEPENDENT CONTRACTOR ANALYSIS AND RECOMMENDATION. THE BENEFITS FOR VPS ARE THE SAME AS FOR ALL STAFF MEMBERS. THE GOALS & COMPENSATION COMMITTEE DETERMINES IF ANY YEARLY INCENTIVE PAYMENT WILL BE PAID TO ALL STAFF MEMBERS, WHICH INCLUDE EXECUTIVE OFFICERS, BASED ON THE CHAMBER MEETING CORPORATE GOALS ESTABLISHED BY THE GOALS & COMPENSATION COMMITTEE AT THE BEGINNING OF THE FISCAL YEAR AND THE YEAR-END FINANCIAL STATEMENTS. THE PRESIDENT/CEO ANNUALLY AT YEAR-END REVIEWS EXECUTIVE OFFICERS' COMPENSATION WITH THE GOALS & COMPENSATION COMMITTEE AND THE COMMITTEE DETERMINES WHAT IF ANY INCREASE WILL BE SET FOR THE COMING YEAR.

Name of the organization

Employer identification number

CHAMBER OF COMMERCE OF GREATER KANSAS CITY

44-0196840

PUBLIC DISCLOSURE

PART VI, SECTION C, LINE 19

THE ORGANIZATION'S GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICY, AND

FINANCIAL STATEMENTS ARE AVAILABLE UPON REQUEST. THE FORM 990 WITH 990T

IS ALSO AVAILABLE UPON REQUEST AND CAN BE FOUND ON WWW.GUIDESTAR.ORG

AFTER FILING WITH THE IRS IS COMPLETED.

Name of the organization

Employer identification number

CHAMBER OF COMMERCE OF GREATER KANSAS CITY

44-0196840

FORM 990 REVIEW

PART VI, SECTION A LINE 10

ANNUALLY, THE BOARD'S FINANCE & AUDIT COMMITTEE DIRECTS AN AUDIT BE CONDUCTED. THE INDEPENDENT AUDIT FIRM UPON COMPLETION OF THE AUDIT ALSO PREPARES THE FORM 990 WITH 990T. THE AUDIT FIRM THEN PRESENTS THE AUDIT REPORT AND FINDINGS, ALONG WITH THE FORM 990 WITH 990T, TO THE FINANCE & AUDIT COMMITTEE. THE COMMITTEE REVIEWS THE AUDIT REPORT AND FORM 990 AND 990T AND RECOMMENDS FORWARDING THE AUDIT REPORT AND FORM 990 WITH 990T TO THE BOARD'S EXECUTIVE COMMITTEE FOR REVIEW AND APPROVAL. THE BOARD CHAIR SENDS COPIES OF THE ANNUAL AUDIT REPORT AND FORM 990 WITH 990T TO EACH EXECUTIVE COMMITTEE DIRECTOR AND ENCOURAGES EACH TO REVIEW THE AUDIT REPORT AND FORM 990 WITH 990T PRIOR TO ITS NEXT MONTHLY MEETING. THE BOARD TREASURER, WHO IS THE CHAIR OF THE FINANCE & AUDIT COMMITTEE, MAKES THE PRESENTATION TO THE NEXT MONTHLY EXECUTIVE COMMITTEE MEETING. THE EXECUTIVE COMMITTEE, AFTER REVIEW, THEN APPROVES THE AUDIT REPORT AND FORM 990 WITH 990T AND RECOMMENDS BOTH DOCUMENTS BE FORWARDED TO THE BOARD FOR REVIEW AND FINAL APPROVAL. AGAIN, THE BOARD CHAIR SENDS COPIES OF THE ANNUAL AUDIT REPORT AND FORM 990 WITH 990T TO EACH BOARD DIRECTOR AND ENCOURAGES EACH TO REVIEW THE AUDIT REPORT AND FORM 990 WITH 990T PRIOR TO ITS NEXT MONTHLY MEETING. AT THE NEXT BOARD MEETING, THE BOARD TREASURER MAKES THE PRESENTATION TO THE BOARD. ONCE THE BOARD APPROVES BOTH DOCUMENTS, THE FORM 990 WITH 990T IS SIGNED BY THE CHAMBER PRESIDENT AND FILED WITH THE IRS, STATE AND LOCAL GOVERNMENTAL AGENCIES, AND THE ANNUAL AUDIT REPORT IS DATED AND FINALIZED FOR RECORD IN ACCORDANCE WITH GAAP DIRECTIVES.

Name of the organization

Employer identification number

CHAMBER OF COMMERCE OF GREATER KANSAS CITY

44-0196840

CONFLICT OF INTERESTPART VI, SECTION B, LINE 12CCONFLICT OF INTEREST STATEMENTS ARE COMPLETED AND SIGNED BY ALL BOARDDIRECTORS AND KEY EMPLOYEES ANNUALLY AND IMMEDIATELY BY ANY REPLACEMENTDIRECTORS AND KEY EMPLOYEES UPON TAKING THE NEW POSITION THROUGHOUT THEYEAR. THE CONFLICT OF INTEREST STATEMENT ALSO HAS A CODE OF ETHICSSECTION BY WHICH EACH DIRECTOR AND KEY EMPLOYEE IS EXPECTED TO CONDUCTTHEMSELVES AND MUST BE SIGNED. IN THE CONFLICT OF INTEREST POLICY ARESECTIONS THAT ADDRESS: FIDUCIARY RESPONSIBILITIES/DISCLOSURE; DEFINITIONOF CONFLICT OF INTEREST; AND RESTRAINT ON VOTING. THE BOARD CHAIRREMINDS DIRECTORS OF THE NEED TO DECLARE ANY CONFLICTS OF INTERESTTHROUGHOUT THE YEAR. THOSE DIRECTORS WITH A CONFLICT OF INTERESTANNOUNCE BEFORE A VOTE IS TAKEN THAT THEY ARE ABSTAINING FROM THE VOTEAND STATE THE REASON FOR THE CONFLICT. THE BOARD, AS WELL AS THEEXECUTIVE COMMITTEE, MINUTES WILL THEN REFLECT WHICH DIRECTORS ABSTAINEDDUE TO A CONFLICT OF INTEREST.

Part V Transactions With Related Organizations

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

1 During the tax year did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

	Yes	No
a Receipt of (i) interest (ii) annuities (iii) royalties (iv) rent from a controlled entity	<input type="checkbox"/>	<input type="checkbox"/>
b Gift, grant, or capital contribution to other organization(s)	<input type="checkbox"/>	<input type="checkbox"/>
c Gift, grant, or capital contribution from other organization(s)	<input type="checkbox"/>	<input type="checkbox"/>
d Loans or loan guarantees to or for other organization(s)	<input type="checkbox"/>	<input type="checkbox"/>
e Loans or loan guarantees by other organization(s)	<input type="checkbox"/>	<input type="checkbox"/>
f Sale of assets to other organization(s)	<input type="checkbox"/>	<input type="checkbox"/>
g Purchase of assets from other organization(s)	<input type="checkbox"/>	<input type="checkbox"/>
h Exchange of assets	<input type="checkbox"/>	<input type="checkbox"/>
i Lease of facilities, equipment, or other assets to other organization(s)	<input type="checkbox"/>	<input type="checkbox"/>
j Lease of facilities, equipment, or other assets from other organization(s)	<input type="checkbox"/>	<input type="checkbox"/>
k Performance of services or membership or fundraising solicitations for other organization(s)	<input type="checkbox"/>	<input type="checkbox"/>
l Performance of services or membership or fundraising solicitations by other organization(s)	<input type="checkbox"/>	<input type="checkbox"/>
m Sharing of facilities, equipment, mailing lists, or other assets	<input type="checkbox"/>	<input type="checkbox"/>
n Sharing of paid employees	<input type="checkbox"/>	<input type="checkbox"/>
o Reimbursement paid to other organization for expenses	<input type="checkbox"/>	<input type="checkbox"/>
p Reimbursement paid by other organization for expenses	<input type="checkbox"/>	<input type="checkbox"/>
q Other transfer of cash or property to other organization(s)	<input type="checkbox"/>	<input type="checkbox"/>
r Other transfer of cash or property from other organization(s)	<input type="checkbox"/>	<input type="checkbox"/>

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 other organization(s)	(B) Transaction type (a-r)	(C) Amount involved
(1)	KC CHAMBER OF COMMERCE	M	9,953.
(2)	KC CHAMBER OF COMMERCE	N	74,312.
(3)	KC CHAMBER OF COMMERCE	O	2,023.
(4)			
(5)			
(6)			

Schedule R (Form 990) 2008

FORM 990, PART III - PROGRAM SERVICES

4A PROGRAM SERVICE

THE CHAMBER ACCOMPLISHES ITS MISSION THROUGH THREE TENETS OF ASSISTING ITS MEMBER BUSINESSES IN BECOMING "SMARTER, MORE VISIBLE, AND BETTER CONNECTED." TO THIS END, MEMBER PROGRAMS AND EVENTS ARE DESIGNED TO ADDRESS ONE OR MORE OF THESE ORGANIZATIONAL PRINCIPLES. THE GOAL OF THESE EFFORTS IS TO GROW OUR MEMBER BUSINESSES AND, IN SO DOING, PROVIDE JOBS FOR LOCAL CITIZENS AND IMPROVE THE GREATER KANSAS CITY REGION OVERALL.

THE CHAMBER'S GOVERNMENT RELATIONS DEPARTMENT PROVIDES OPPORTUNITIES FOR MEMBERS BUSINESSES TO BE "BETTER CONNECTED" AND "MORE VISIBLE" WITH REGIONAL ELECTED OFFICIALS AT ALL LEVELS OF GOVERNMENT. THIS IS ACCOMPLISHED THROUGH VARIOUS COMMITTEES THAT DEVELOP AGENDAS DESIGNED TO CONVEY TO ELECTED OFFICIALS THE LEGISLATIVE NEEDS OF REGIONAL BUSINESSES. IN ADDITION, EVENTS ARE PLANNED TO ALLOW MEMBERS TO INTERACT DIRECTLY WITH ELECTED OFFICIALS. EXAMPLES INCLUDE THE CHAMBER'S ANNUAL GOVERNORS' SUMMIT, THE WASHINGTON, DC FLY-IN, SPOTLIGHT KC, AND THE LEADERSHIP EXCHANGE. IN ADDITION, ELECTED OFFICIALS REGULARLY CONNECT WITH CHAMBER MEMBERS THROUGH MEETINGS OF THE CHAMBER'S MISSOURI AND KANSAS STATE AFFAIRS, FEDERAL AFFAIRS, KANSAS CITY MISSOURI, AND JOHNSON COUNTY COMMITTEES AND LEADERSHIP COUNCILS.

GOVERNMENT RELATIONS ALSO MANAGES THE CENTURIONS LEADERSHIP PROGRAM IN WHICH MEMBER BUSINESSES NOMINATE MID-LEVEL MANAGERS ANNUALLY FOR A 2-YEAR PROGRAM OF RESEARCH AND COMMUNITY PROJECTS. THE PROGRAM IS DESIGNED TO ENHANCE EACH CENTURION PARTICIPANT BY EXPANDING HIS OR HER UNDERSTANDING OF COMMUNITY ISSUES, AND OF GOVERNMENT ENTITIES AND LOCAL BUSINESS RELATIONSHIPS.

4B PROGRAM SERVICE

THE BUSINESS GROWTH DEPARTMENT PROVIDES PROGRAMS AND EVENTS FOR MEMBERS TO BECOME "MORE VISIBLE" AND "BETTER CONNECTED" THROUGH THE ANNUAL FIVE-MONTH SMALL BUSINESS CELEBRATION, WHICH RECOGNIZES THE IMPACT OF SMALL BUSINESSES ON THE ECONOMIC FABRIC AND WORK FORCE DEVELOPMENT THROUGHOUT THE REGION. WITH PROGRAMS, SUCH AS THE CHAMBER'S ECONOMIC FORECAST, BUSINESS BRAIN FOOD, MANUFACTURING SUMMIT, AND INNOVATION CONFERENCE, MEMBERS "GET SMARTER" THROUGH THESE SERIES OF SEMINARS AND CLASSES ON BEST PRACTICES AND CURRENT ECONOMIC AND BUSINESS CONDITIONS REGIONALLY, WHILE EXPLORING BUSINESS OPPORTUNITIES INTERNATIONALLY. TO ENSURE MEMBER BUSINESSES AND THEIR EMPLOYEES HAVE CHANCES TO BE "BETTER

FORM 990, PART III - PROGRAM SERVICES

=====

CONNECTED," SHARING IDEAS AND GENERATING NEW BUSINESS, THE CHAMBER'S, BUSINESS GROWTH DEPARTMENT OFFERS PROGRAMS LIKE FACE2FACE, GENKC, BUSINESS LIVE KC EXPO, SUPERINTENDENTS' FORUM, MORNING SCHMOOZE, AND CHAMBER CHAMPIONS. MORNING SCHMOOZE, AND CHAMBER CHAMPIONS.

4C PROGRAM SERVICE

THE COMMUNICATIONS AND MEDIA RELATIONS DEPARTMENT PROVIDES THE MEMBERSHIP, EACH YEAR AT THE ANNUAL CHAMBER DINNER MEETING, THE OPPORTUNITY TO BE "MORE VISIBLE, BETTER CONNECTED, AND SMARTER," BY ATTENDING THIS PREMIER BUSINESS DINNER WITH BUSINESS LEADERS AND ELECTED OFFICIALS. MEMBERS ARE UPDATED ON THE CHAMBER'S ACCOMPLISHMENTS OF THE PREVIOUS YEAR AND THE ORGANIZATION'S PLANS FOR THE UPCOMING YEAR. THE PAST AND INCOMING CHAIRS SHARE THEIR REMARKS AND PASS CONTROL OF THE CHAMBER FROM ONE TO THE OTHER. COMMUNICATIONS, ALSO HOSTS ONE OF THE NATION'S LARGEST NETWORKING OPPORTUNITIES THROUGH ITS BUSINESS AFTER HOURS PROGRAMS WITH ATTENDANCE AVERAGING OVER 350 PEOPLE PER EVENT.

IN ADDITION, COMMUNICATIONS HELPS MEMBERS "GET SMARTER, MORE VISIBLE, AND BETTER CONNECTED" THROUGH VARIOUS MEMBER PUBLICATIONS, MARKETING MATERIALS, AND MEMBER UPDATES.

990, PART VII- COMPENSATION OF THE FIVE HIGHEST PAID IND. CONTRACTORS
=====NAME AND ADDRESS
-----DESCRIPTION OF SERVICES COMPENSATION
-----CBIZ MHM, LLC
11440 TOMAHAWK CREEK PARKWAY
LEAWOOD, KS 66211

ACCOUNTING SERVICES 183,320.

TOTAL COMPENSATION

183,320.
=====

FORM 990, PART VIII - INVESTMENT INCOME

DESCRIPTION	(A) TOTAL REVENUE	(B) RELATED OR EXEMPT REVENUE	(C) UNRELATED BUSINESS REV.	(D) EXCLUDED REVENUE
INVESTMENT IN CHAMBER MANAGEMENT SERVICE INVESTMENT INCOME	-33,814. 56,932.		-33,814.	56,932.
TOTALS	23,118.		-33,814.	56,932.

FORM 990, PART X - PREPAID EXPENSES AND DEFERRED CHARGES
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DESCRIPTION -----	ENDING BOOK VALUE -----
PREPAID INSURANCE	15,120.
PREPAID POSTAGE	5,002.
PREPAID AIRLINE VOUCHERS	NONE
PREPAID TAXES	5,480.
PREPAID ANNUAL DINNER	86,649.
PREPAID PROGRAMS & EVENTS	37,592.
PREPAID RENT	41,208.
PREPAID HEALTH INSURANCE	NONE
PREPAID OTHER	4,884.

TOTALS	195,935.
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FORM '990, PART X - INVESTMENTS - PUBLICLY TRADED SECURITIES

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DESCRIPTION -----	ENDING BOOK VALUE -----
INVESTMENTS - SECURITIES	1,740,809.
RESTRICTED FUNDS - INVESTMENTS	322,584.
INVESTMENTS - CD'S	100,000.

TOTALS	2,163,393.
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FORM 990, PART X - DEFERRED REVENUE
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DESCRIPTION -----	ENDING BOOK VALUE -----
DEFERRED MEMBERSHIP FEES	212,653.
DEFERRED ANNUAL DINNER REVENUE	321,820.
DEFERRED PROGRAM & EVENT REV.	282,045.

TOTALS	816,518.
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**Application for Extension of Time To File an
Exempt Organization Return**

OMB No 1545-1709

▶ **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 ☒ **X**
 - If you are filing for an **Additional (Not Automatic) 3-Month Extension**, complete only **Part II** (on page 2 of this form).
- 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).

A corporation required to file Form 990-T and requesting an automatic 6-month extension - check this box and complete Part I only ☐

All other corporations (including 1120-C filers), partnerships, REMICs, and trusts must use Form 7004 to request an extension of time to file income tax returns.

Electronic Filing (e-file). Generally, you can electronically file Form 8868 if you want a 3-month automatic extension of time to file one of the returns noted below (6 months for a corporation required to file Form 990-T). However, you cannot file Form 8868 electronically if (1) you want the additional (not automatic) 3-month extension or (2) you file Forms 990-BL, 6069, or 8870, group returns, or a composite or consolidated Form 990-T. Instead, you must submit the fully completed and signed page 2 (Part II) of Form 8868. For more details on the electronic filing of this form, visit www.irs.gov/efile and click on **e-file for Charities & Nonprofits**

Type or print File by the due date for filing your return. See instructions	Name of Exempt Organization	Employer identification number
	CHAMBER OF COMMERCE OF GREATER KANSAS CITY	44-0196840
	Number, street, and room or suite no. If a P.O. box, see instructions	
	911 MAIN STREET, SUITE 2600	
	City, town or post office, state, and ZIP code. For a foreign address, see instructions	
	KANSAS CITY, MO 64105	

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 (sec. 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

- The books are in the care of ▶ RICHARD L. GIBSON

Telephone No. ▶ 816 221-2424

FAX No. ▶ _____

- 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 months for a corporation required to file Form 990-T) extension of time until 06/15, 2010 to file the exempt organization return for the organization named above. The extension is for the organization's return for:

- ▶ ☐ calendar year _____ or
 ▶ ☒ tax year beginning 11/01, 2008 and ending 10/31, 2009

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	3a	\$	
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.	3b	\$	NONE
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.	3c	\$	

Caution. If you are going to make an electronic fund withdrawal with this Form 8868, see Form 8453-EO and Form 8879-EO for payment instructions

For Privacy Act and Paperwork Reduction Act Notice, see Instructions.

Form **8868** (Rev. 4-2009)