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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

**2010****A** For the 2010 calendar year, or tax year beginning 10/01/10 and ending 09/30/11**B** Check if applicable:

- ☐ Address change
- ☐ Name change
- ☐ Initial return
- ☐ Terminated
- ☐ Amended return
- ☐ Application pending

**C** Name of organization **THE INSTITUTE FOR INTERGOVERNMENTAL RESEARCH, INC.**Doing Business As **IIR**

Number and street (or P.O. box if mail is not delivered to street address)

P.O. BOX 12729

Room/suite

City or town, state or country, and ZIP + 4

TALLAHASSEE

FL 32317

**D** Employer identification number

59-1860916

**E** Telephone number

850-385-0600

**G** Gross receipts \$ **26,276,543****F** Name and address of principal officer:

D. DOUGLAS BODRERO

P.O. BOX 12729

TALLAHASSEE

FL 32317

**H(a)** Is this a group return for affiliates? ☐ Yes ☒ No**H(b)** Are all affiliates included? ☐ Yes ☐ No

If "No," attach a list. (see instructions)

**I** Tax-exempt status: ☒ 501(c)(3) ☐ 501(c) ( ) ◀ (insert no.) ☐ 4947(a)(1) or ☐ 527**J** Website: ▶ **WWW.IIR.COM****H(c)** Group exemption number ▶**K** Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other ▶**L** Year of formation: **1978****M** State of legal domicile: **FL****Part I Summary**

**1** Briefly describe the organization's mission or most significant activities:  
**EDUCATION/TRAINING/RESEARCH/INFORMATION SHARING**

**2** Check this box ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets.**3** Number of voting members of the governing body (Part VI, line 1a)**3****6****4** Number of independent voting members of the governing body (Part VI, line 1b)**4****1****5** Total number of individuals employed in calendar year 2010 (Part V, line 2a)**5****164****6** Total number of volunteers (estimate if necessary)**6****1****7a** Total unrelated business revenue from Part VIII, column (C), line 12**7a****b** Net unrelated business taxable income from Form 990-T, line 34**7b****0****8** Contributions and grants (Part VIII, line 1h)

Prior Year

Current Year

25,031,468

25,894,852

**9** Program service revenue (Part VIII, line 2g)

13,280

278,130

**10** Investment income (Part VIII, column (A), lines 3, 4, and 7d)**11** Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)

162,486

103,561

**12** Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)

25,207,234

26,276,543

**13** Grants and similar amounts paid (Part IX, column (A), lines 1-3)**14** Benefits paid to or for members (Part IX, column (A), line 4)**15** Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)

14,412,453

14,997,574

**16a** Professional fundraising fees (Part IX, column (A), line 11e)**b** Total fundraising expenses (Part IX, column (D), line 25)**17** Other expenses (Part IX, column (A), lines 11c-11d, 11f-24f)

10,914,745

11,302,561

**18** Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)

25,327,198

26,300,135

**19** Revenue less expenses. Subtract line 18 from line 12

-119,964

-23,592

**20** Total assets (Part X, line 18)

Beginning of Current Year

End of Year

1,879,500

2,081,974

**21** Total liabilities (Part X, line 28)

1,345,765

1,571,831

**22** Net assets or fund balances. Subtract line 21 from line 20

533,735

510,143

**Part II Signature Block**

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

**Sign Here**

Signature of officer

D. DOUGLAS BODRERO

PRESIDENT

Type or print name and title

8/15/12

Date

**Paid**

Print/Type preparer's name

Preparer's signature

Date

Check ☐ PTIN**Preparer Use Only**Firm's name ▶ **LAW, REDD, CRONA & MUNROE, P.A.**Firm's EIN ▶ **59-2221664**

2075 CENTRE POINTE BLVD SUITE 200

Firm's address ▶ **TALLAHASSEE, FL 32308-4893**Phone no. **850-878-6189**

May the IRS discuss this return with the preparer shown above? (see instructions)

☐ Yes ☐ No

For Paperwork Reduction Act Notice, see the separate instructions.

Form **990** (2010)

SCANNED SEP 13 2012

**Part III Statement of Program Service Accomplishments**

Check if Schedule O contains a response to any question in this Part III

☒

1 Briefly describe the organization's mission

EDUCATION/TRAINING/RESEARCH/INFORMATION SHARING

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 \$ 6,161,810 including grants of \$ ) (Revenue \$ )  
 REGIONAL INFORMATION SHARING SYSTEMS (RISS) - IIR PROVIDES SUPPORT TO RISS WHICH IS A NATIONAL PROGRAM OF REGIONALLY ORIENTED SERVICES DESIGNED TO ENHANCE THE ABILITY OF LOCAL, STATE, FEDERAL AND TRIBAL CRIMINAL JUSTICE AGENCIES TO IDENTIFY, TARGET AND COMBAT CRIMES OF ALL TYPES SPANNING MULTIJURISDICTIONAL, MULTISTATE AND SOMETIMES INTERNATIONAL BOUNDARIES; TO FACILITATE RAPID EXCHANGE AND SHARING OF INFORMATION AMONG THE AGENCIES PERTAINING TO KNOWN SUSPECTED CRIMINALS OR CRIMINAL ACTIVITY; AND, TO ENHANCE COORDINATION AND COMMUNICATION AMONG AGENCIES THAT ARE IN PURSUIT OF CRIMINAL ACTIVITIES DETERMINED TO BE INTERJURISDICTIONAL IN NATURE. RISS OFFERS SERVICES, TOOLS, AND RESOURCES TO AID LAW ENFORCEMENT AND CRIMINAL JUSTICE ENTITIES TO IDENTIFY, DISRUPT AND PREVENT TERRORIST AND

4b (Code ) (Expenses \$ 6,366,327 including grants of \$ ) (Revenue \$ 91,710 )  
 INFORMATION SHARING PROGRAMS - IIR PROVIDES SUPPORT FOR THE GLOBAL JUSTICE INFORMATION SHARING EFFORTS TO FACILITATE THE BROAD SCALE EXCHANGE OF PERTINENT JUSTICE AND PUBLIC SAFETY DATA, AS WELL AS THE PROMOTION OF STANDARDS-BASED ELECTRONIC INFORMATION EXCHANGE IN A SECURE AND TRUSTED ENVIRONMENT. COORDINATES WITH STATE, LOCAL, TRIBAL AND FEDERAL LAW ENFORCEMENT AND HOMELAND SECURITY AGENCIES, INCLUDING FUSION CENTERS, TO DEVELOP, DISSEMINATE AND SUPPORT ENTERPRISE-WIDE INFORMATION EXCHANGE STANDARDS AND PROCESSES THAT CAN ENABLE JURISDICTIONS TO EFFECTIVELY SHARE CRITICAL INFORMATION IN EMERGENCY SITUATIONS, AS WELL AS SUPPORT THE DAY-TO-DAY OPERATIONS OF AGENCIES THROUGHOUT THE NATION. SUPPORTS THE DEVELOPMENT AND IMPLEMENTATION OF THE NATIONWIDE SUSPICIOUS ACTIVITY

4c (Code ) (Expenses \$ 4,064,874 including grants of \$ ) (Revenue \$ )  
 TRAINING PROGRAMS - DEVELOP AND PROVIDE SPECIALIZED TRAINING AND TECHNICAL ASSISTANCE FROM RECOGNIZED SUBJECT MATTER EXPERTS AND OTHER RESOURCES TO IMPROVE JUSTICE INFORMATION SHARING THROUGH EFFECTIVE IMPLEMENTATION OF CRIMINAL INTELLIGENCE SYSTEMS AND ENHANCED DEVELOPMENT OF PRIVACY AND CIVIL LIBERTIES POLICIES BY LAW ENFORCEMENT AGENCIES; TO FOCUS ON CRIMINAL INTELLIGENCE SHARING, THE INTELLIGENCE FUNCTION, INTELLIGENCE-LED POLICING AND LEGAL AND PRIVACY ISSUES; TO PREPARE AGENCY COMMANDERS TO EFFECTIVELY IMPLEMENT AND MANAGE A MULTIFACETED INTELLIGENCE FUNCTION; TO INCREASE THE OPERATIONAL EFFECTIVENESS OF MULTIJURISDICTIONAL TASK FORCES AND EMPHASIZE OFFICER SAFETY AND TASK FORCE PERFORMANCE MEASUREMENT; TO ENHANCE THE UNDERSTANDING OF FEDERAL GUIDELINES THAT GOVERN PROJECT PLANNING,

4d Other program services (Describe in Schedule O )

(Expenses \$ 4,949,339 including grants of \$ ) (Revenue \$ 289,981 )

4e Total program service expenses ► 21,542,350

**Part IV Checklist of Required Schedules**

|                                                                                                                                                                                                                                                              | Yes | No |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|
| <b>1</b> Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A                                                                                                                   | X   |    |
| <b>2</b> Is the organization required to complete Schedule B, Schedule of Contributors? (see instructions)                                                                                                                                                   |     | X  |
| <b>3</b> 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  |
| <b>4 Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II                                                        |     | X  |
| <b>5</b> Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III                         |     | X  |
| <b>6</b> Did the organization maintain any donor advised funds or any similar funds or 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  |
| <b>7</b> 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  |
| <b>8</b> Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III                                                                                                   |     | X  |
| <b>9</b> 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   |    |
| <b>10</b> Did the organization, directly or through a related organization, hold assets in term, permanent, or quasi-endowments? If "Yes," complete Schedule D, Part V                                                                                       |     | X  |
| <b>11</b> If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable                                                                                                     |     |    |
| <b>a</b> Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI                                                                                                                 | X   |    |
| <b>b</b> Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII                                               |     | X  |
| <b>c</b> Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII                                               |     | X  |
| <b>d</b> Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX                                                                |     | X  |
| <b>e</b> Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X                                                                                                                               |     | X  |
| <b>f</b> Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X      |     | X  |
| <b>12a</b> Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI, XII, and XIII                                                                                           | X   |    |
| <b>b</b> Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI, XII, and XIII is optional              |     | X  |
| <b>13</b> Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E                                                                                                                                                  |     | X  |
| <b>14a</b> Did the organization maintain an office, employees, or agents outside of the United States?                                                                                                                                                       |     | X  |
| <b>b</b> Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, and program service activities outside the United States? If "Yes," complete Schedule F, Parts I and IV                     | X   |    |
| <b>15</b> 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, Parts II and IV                              |     | X  |
| <b>16</b> 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, Parts III and IV                                  |     | X  |
| <b>17</b> Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I (see instructions)                                      |     | X  |
| <b>18</b> Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II                                                                     |     | X  |
| <b>19</b> Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III                                                                                               |     | X  |
| <b>20a</b> Did the organization operate one or more hospitals? If "Yes," complete Schedule H                                                                                                                                                                 |     | X  |
| <b>b</b> If "Yes" to line 20a, did the organization attach its audited financial statements to this return? <b>Note.</b> Some Form 990 filers that operate one or more hospitals must attach audited financial statements (see instructions)                 |     |    |

**Part IV Checklist of Required Schedules (continued)**

|                                                                                                                                                                                                                                                                                          | Yes | No |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|
| <b>21</b> Did the organization report more than \$5,000 of grants and other assistance to governments and organizations in the United States on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II                                                               |     | X  |
| <b>22</b> Did the organization report more than \$5,000 of grants and other assistance to individuals in the United States on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III                                                                                |     | X  |
| <b>23</b> Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? If "Yes," complete Schedule J                           | X   |    |
| <b>24a</b> Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25 |     | X  |
| <b>24b</b> Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?                                                                                                                                                                             |     |    |
| <b>24c</b> Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?                                                                                                                                    |     |    |
| <b>24d</b> Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?                                                                                                                                                                       |     |    |
| <b>25a</b> <b>Section 501(c)(3) and 501(c)(4) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I                                                                          |     | X  |
| <b>25b</b> Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I           |     | X  |
| <b>26</b> 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  |
| <b>27</b> Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor, or a grant selection committee member, or to a person related to such an individual? If "Yes," complete Schedule L, Part III                 |     | X  |
| <b>28</b> Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)                                                                                   |     |    |
| <b>28a</b> A current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV                                                                                                                                                                       |     | X  |
| <b>28b</b> A family member of a current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV                                                                                                                                                    |     | X  |
| <b>28c</b> An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? If "Yes," complete Schedule L, Part IV                                                        |     | X  |
| <b>29</b> Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M                                                                                                                                                                       |     | X  |
| <b>30</b> Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If "Yes," complete Schedule M                                                                                                       |     | X  |
| <b>31</b> Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I                                                                                                                                                             |     | X  |
| <b>32</b> Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II                                                                                                                                           |     | X  |
| <b>33</b> Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? If "Yes," complete Schedule R, Part I                                                                                           |     | X  |
| <b>34</b> Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Parts II, III, IV, and V, line 1                                                                                                                                              |     | X  |
| <b>35</b> Is any related organization a controlled entity within the meaning of section 512(b)(13)?                                                                                                                                                                                      |     | X  |
| <b>a</b> Did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2                                                                                     |     |    |
| <b>36</b> <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2                                                                                                |     | X  |
| <b>37</b> Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI                                                  |     | X  |
| <b>38</b> Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11 and 19? <b>Note.</b> All Form 990 filers are required to complete Schedule O                                                                                             | X   |    |

☐ Yes ☒ No

**Part V Statements Regarding Other IRS Filings and Tax Compliance**Check if Schedule O contains a response to any question in this Part V ☐

|            |                                                                                                                                                                                                                                                                              | Yes | No |
|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|
| <b>1a</b>  | Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable.                                                                                                                                                                                                |     |    |
| <b>1b</b>  | Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable.                                                                                                                                                                                             |     |    |
| <b>1c</b>  | Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?                                                                                                                     |     |    |
| <b>2a</b>  | 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.                                                                                               |     |    |
| <b>2b</b>  | If at least one is reported on line 2a, did the organization file all required federal employment tax returns?<br><b>Note.</b> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions).                                          | X   |    |
| <b>3a</b>  | Did the organization have unrelated business gross income of \$1,000 or more during the year?                                                                                                                                                                                |     | X  |
| <b>3b</b>  | If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O.                                                                                                                                                                            |     |    |
| <b>4a</b>  | 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)?                                   |     | X  |
| <b>4b</b>  | If "Yes," enter the name of the foreign country:<br>See instructions for filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts.                                                                                                           |     |    |
| <b>5a</b>  | Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?                                                                                                                                                                        |     | X  |
| <b>5b</b>  | Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?                                                                                                                                                             |     | X  |
| <b>5c</b>  | If "Yes" to line 5a or 5b, did the organization file Form 8886-T?                                                                                                                                                                                                            |     |    |
| <b>6a</b>  | Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible?                                                                                                  |     | X  |
| <b>6b</b>  | If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?                                                                                                                                |     |    |
| <b>7</b>   | <b>Organizations that may receive deductible contributions under section 170(c).</b>                                                                                                                                                                                         |     |    |
| <b>7a</b>  | Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?                                                                                                                              |     |    |
| <b>7b</b>  | If "Yes," did the organization notify the donor of the value of the goods or services provided?                                                                                                                                                                              |     |    |
| <b>7c</b>  | Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?                                                                                                                                         |     |    |
| <b>7d</b>  | If "Yes," indicate the number of Forms 8282 filed during the year.                                                                                                                                                                                                           |     |    |
| <b>7e</b>  | Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?                                                                                                                                                              |     |    |
| <b>7f</b>  | Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?                                                                                                                                                                 |     |    |
| <b>7g</b>  | If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?                                                                                                                                             |     |    |
| <b>7h</b>  | If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?                                                                                                                                           |     |    |
| <b>8</b>   | <b>Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations.</b> Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year? |     |    |
| <b>9</b>   | <b>Sponsoring organizations maintaining donor advised funds.</b>                                                                                                                                                                                                             |     |    |
| <b>9a</b>  | Did the organization make any taxable distributions under section 4966?                                                                                                                                                                                                      |     |    |
| <b>9b</b>  | Did the organization make a distribution to a donor, donor advisor, or related person?                                                                                                                                                                                       |     |    |
| <b>10</b>  | <b>Section 501(c)(7) organizations.</b> Enter                                                                                                                                                                                                                                |     |    |
| <b>10a</b> | Initiation fees and capital contributions included on Part VIII, line 12.                                                                                                                                                                                                    |     |    |
| <b>10b</b> | Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities.                                                                                                                                                                                 |     |    |
| <b>11</b>  | <b>Section 501(c)(12) organizations.</b> Enter                                                                                                                                                                                                                               |     |    |
| <b>11a</b> | Gross income from members or shareholders.                                                                                                                                                                                                                                   |     |    |
| <b>11b</b> | Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.)                                                                                                                                                 |     |    |
| <b>12a</b> | <b>Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?                                                                                                                                                            |     |    |
| <b>12b</b> | If "Yes," enter the amount of tax-exempt interest received or accrued during the year.                                                                                                                                                                                       |     |    |
| <b>13</b>  | <b>Section 501(c)(29) qualified nonprofit health insurance issuers.</b>                                                                                                                                                                                                      |     |    |
| <b>13a</b> | Is the organization licensed to issue qualified health plans in more than one state?<br><b>Note.</b> See the instructions for additional information the organization must report on Schedule O.                                                                             |     |    |
| <b>13b</b> | Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans.                                                                                                                   |     |    |
| <b>13c</b> | Enter the amount of reserves on hand.                                                                                                                                                                                                                                        |     |    |
| <b>14a</b> | Did the organization receive any payments for indoor tanning services during the tax year?                                                                                                                                                                                   |     | X  |
| <b>14b</b> | If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O.                                                                                                                                                                   |     |    |

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

Check if Schedule O contains a response to any question in this Part VI ☒

**Section A. Governing Body and Management**

- 1a** Enter the number of voting members of the governing body at the end of the tax year
- b** Enter the number of voting members included in line 1a, above, who are independent
- 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?
- 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?
- 4** Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?
- 5** Did the organization become aware during the year of a significant diversion of the organization's assets?
- 6** Does the organization have members or stockholders?
- 7a** Does the organization have members, stockholders, or other persons who may elect one or more members of the governing body?
- b** Are any decisions of the governing body subject to approval by members, stockholders, or other persons?
- 8** Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following
- a** The governing body?
- b** Each committee with authority to act on behalf of the governing body?
- 9** Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O

|             | Yes | No |
|-------------|-----|----|
| <b>1a</b> 6 |     |    |
| <b>1b</b> 1 |     |    |
| <b>2</b>    | X   |    |
| <b>3</b>    |     | X  |
| <b>4</b>    |     | X  |
| <b>5</b>    |     | X  |
| <b>6</b>    |     | X  |
| <b>7a</b>   |     | X  |
| <b>7b</b>   |     | X  |
| <b>8a</b>   | X   |    |
| <b>8b</b>   |     | X  |
| <b>9</b>    |     | X  |

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

- 10a** Does the organization have local chapters, branches, or affiliates?
- 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?
- 11a** Has the organization provided a copy of this Form 990 to all members of its governing body before filing the form?
- b** Describe in Schedule O the process, if any, used by the organization to review this Form 990
- 12a** Does the organization have a written conflict of interest policy? If "No," go to line 13
- b** Are officers, directors or trustees, and key employees required to disclose annually interests that could give rise to conflicts?
- c** Does the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this is done
- 13** Does the organization have a written whistleblower policy?
- 14** Does the organization have a written document retention and destruction policy?
- 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
- b** Other officers or key employees of the organization
- If "Yes" to line 15a or 15b, describe the process in Schedule O (See instructions)
- 16a** Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?
- 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?

|            | Yes | No |
|------------|-----|----|
| <b>10a</b> |     | X  |
| <b>10b</b> |     |    |
| <b>11a</b> | X   |    |
| <b>12a</b> | X   |    |
| <b>12b</b> |     | X  |
| <b>12c</b> | X   |    |
| <b>13</b>  |     | X  |
| <b>14</b>  |     | X  |
| <b>15a</b> | X   |    |
| <b>15b</b> | X   |    |
| <b>16a</b> |     | X  |
| <b>16b</b> |     |    |

**Section C. Disclosure**

- 17** List the states with which a copy of this Form 990 is required to be filed ► NONE
- 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 ► MARY JO DODD 2050 CENTRE POINTE BLVD. TALLAHASSEE FL 32308 850-385-0600

**Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**Check if Schedule O contains a response to any question in this Part VII ☐**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees****1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.

- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."

- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.

- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.

- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

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

| (A)<br>Name and Title                   | (B)<br>Average hours per week (describe hours for related organizations in Schedule O) | (C)<br>Position (check all that apply) |                       |         |              |                              |        | (D)<br>Reportable compensation from the organization (W-2/1099-MISC) | (E)<br>Reportable compensation from related organizations (W-2/1099-MISC) | (F)<br>Estimated amount of other compensation from the organization and related organizations |
|-----------------------------------------|----------------------------------------------------------------------------------------|----------------------------------------|-----------------------|---------|--------------|------------------------------|--------|----------------------------------------------------------------------|---------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
|                                         |                                                                                        | Individual trustee or director         | Institutional trustee | Officer | Key employee | Highest compensated employee | Former |                                                                      |                                                                           |                                                                                               |
| (1) D. DOUGLAS BODREO<br>PRESIDENT      | 40.00                                                                                  | X                                      |                       | X       |              |                              |        | 202,739                                                              | 0                                                                         | 49,804                                                                                        |
| (2) ROBERT F. CUMMINGS<br>EXEC V. PRES  | 40.00                                                                                  | X                                      |                       | X       |              |                              |        | 199,000                                                              | 0                                                                         | 44,010                                                                                        |
| (3) EMORY B. WILLIAMS<br>CHAIRMAN       | 40.00                                                                                  | X                                      |                       | X       |              |                              |        | 106,406                                                              | 0                                                                         | 37,003                                                                                        |
| (4) BETTY W. COLLIER<br>V. PRESIDENT    | 8.00                                                                                   | X                                      |                       | X       |              |                              |        | 21,861                                                               | 0                                                                         | 12,580                                                                                        |
| (5) DOROTHY B. WILLIAMS<br>SECRETARY    | 8.00                                                                                   | X                                      |                       | X       |              |                              |        | 16,525                                                               | 0                                                                         | 10,798                                                                                        |
| (6) KERRY WILLIAMS<br>TRUSTEE           | 8.00                                                                                   | X                                      |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| (7) RICHARD H. WARD<br>V. PRESIDENT     | 40.00                                                                                  |                                        |                       | X       |              |                              |        | 154,820                                                              | 0                                                                         | 34,270                                                                                        |
| (8) R. CLAY JESTER<br>V. PRESIDENT      | 40.00                                                                                  |                                        |                       | X       |              |                              |        | 136,045                                                              | 0                                                                         | 43,057                                                                                        |
| (9) MARY J. DODD<br>V. PRESIDENT        | 40.00                                                                                  |                                        |                       | X       |              |                              |        | 135,371                                                              | 0                                                                         | 37,285                                                                                        |
| (10) E. BRUCE BUCKLEY<br>V. PRESIDENT   | 40.00                                                                                  |                                        |                       | X       |              |                              |        | 129,658                                                              | 0                                                                         | 41,058                                                                                        |
| (11) GINA W. HARTSFIELD<br>V. PRESIDENT | 40.00                                                                                  |                                        |                       | X       |              |                              |        | 121,808                                                              | 0                                                                         | 44,436                                                                                        |
| (12) GERARD P. LYNCH<br>RISS EXEC.      | 40.00                                                                                  |                                        |                       |         | X            |                              |        | 184,307                                                              | 0                                                                         | 40,514                                                                                        |
| (13) ALAN ROSENHAUER<br>TECH ARCHTEC    | 40.00                                                                                  |                                        |                       |         |              | X                            |        | 177,300                                                              | 0                                                                         | 50,896                                                                                        |
| (14) JOHN J. WILSON<br>SR. RESEARCH     | 40.00                                                                                  |                                        |                       |         |              | X                            |        | 155,386                                                              | 0                                                                         | 43,266                                                                                        |
| (15) GEORGE P. MARCH<br>TECH OFFICER    | 40.00                                                                                  |                                        |                       |         |              | X                            |        | 149,444                                                              | 0                                                                         | 34,313                                                                                        |
| (16) JOHN P. MOORE<br>SR. RESEARCH      | 40.00                                                                                  |                                        |                       |         |              | X                            |        | 128,216                                                              | 0                                                                         | 38,665                                                                                        |



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

| (A)<br>Name and Title                                          | (B)<br>Average<br>hours per<br>week<br>(describe<br>hours for<br>related<br>organizations<br>in Schedule<br>O) | (C)<br>Position (check all that apply) |                       |         |              |                                 |        | (D)<br>Reportable<br>compensation<br>from<br>the<br>organization<br>(W-2/1099-MISC) | (E)<br>Reportable<br>compensation from<br>related<br>organizations<br>(W-2/1099-MISC) | (F)<br>Estimated<br>amount of<br>other<br>compensation<br>from the<br>organization<br>and related<br>organizations |
|----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|----------------------------------------|-----------------------|---------|--------------|---------------------------------|--------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
|                                                                |                                                                                                                | Individual trustee<br>or director      | Institutional trustee | Officer | Key employee | Highest compensated<br>employee | Former |                                                                                     |                                                                                       |                                                                                                                    |
| (17) LAWRENCE M. MALONEY<br>GROUP MGR.                         | 40.00                                                                                                          |                                        |                       |         |              | X                               |        | 125,814                                                                             | 0                                                                                     | 41,095                                                                                                             |
| (18) JANE R. MUNROE<br>SR. RESEARCH ASSOC.                     | 40.00                                                                                                          |                                        |                       |         |              | X                               | X      | 125,917                                                                             | 0                                                                                     | 34,101                                                                                                             |
| (19)                                                           |                                                                                                                |                                        |                       |         |              |                                 |        |                                                                                     |                                                                                       |                                                                                                                    |
| (20)                                                           |                                                                                                                |                                        |                       |         |              |                                 |        |                                                                                     |                                                                                       |                                                                                                                    |
| (21)                                                           |                                                                                                                |                                        |                       |         |              |                                 |        |                                                                                     |                                                                                       |                                                                                                                    |
| (22)                                                           |                                                                                                                |                                        |                       |         |              |                                 |        |                                                                                     |                                                                                       |                                                                                                                    |
| (23)                                                           |                                                                                                                |                                        |                       |         |              |                                 |        |                                                                                     |                                                                                       |                                                                                                                    |
| (24)                                                           |                                                                                                                |                                        |                       |         |              |                                 |        |                                                                                     |                                                                                       |                                                                                                                    |
| (25)                                                           |                                                                                                                |                                        |                       |         |              |                                 |        |                                                                                     |                                                                                       |                                                                                                                    |
| (26)                                                           |                                                                                                                |                                        |                       |         |              |                                 |        |                                                                                     |                                                                                       |                                                                                                                    |
| (27)                                                           |                                                                                                                |                                        |                       |         |              |                                 |        |                                                                                     |                                                                                       |                                                                                                                    |
| (28)                                                           |                                                                                                                |                                        |                       |         |              |                                 |        |                                                                                     |                                                                                       |                                                                                                                    |
| <b>1b Sub-total</b>                                            |                                                                                                                |                                        |                       |         |              |                                 |        | 2,270,617                                                                           |                                                                                       | 637,151                                                                                                            |
| <b>c Total from continuation sheets to Part VII, Section A</b> |                                                                                                                |                                        |                       |         |              |                                 |        |                                                                                     |                                                                                       |                                                                                                                    |
| <b>d Total (add lines 1b and 1c)</b>                           |                                                                                                                |                                        |                       |         |              |                                 |        | 2,270,617                                                                           |                                                                                       | 637,151                                                                                                            |

**2** Total number of individuals (including but not limited to those listed above) who received more than \$100,000 in reportable compensation from the organization **21**

- 3** Did the organization list any **former** officer, director or trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual
- 4** For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? If "Yes," complete Schedule J for such individual
- 5** Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? If "Yes," complete Schedule J for such person

|          | Yes | No |
|----------|-----|----|
| <b>3</b> | X   |    |
| <b>4</b> | X   |    |
| <b>5</b> |     | X  |

**Section B. Independent Contractors**

**1** Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization

| (A)<br>Name and business address         | (B)<br>Description of services           | (C)<br>Compensation |
|------------------------------------------|------------------------------------------|---------------------|
| A GRAPHIC RESOURCE<br>ST. LOUIS MO 63119 | 8050 WATSON ROAD #290<br>PRINTING/SHIPPI | 347,028             |
| ALLIANCE SOFTWARE<br>BRENTWOOD TN 37024  | P.O. BOX 3765<br>SOFTWARE DEV.           | 191,880             |
| ELEVATIONONE LLC<br>SUWANEE GA 30024     | 3651 PEACHTREE PKWY<br>SOFTWARE DEV.     | 117,771             |
|                                          |                                          |                     |
|                                          |                                          |                     |

**2** Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 in compensation from the organization **3**

**Part VIII Statement of Revenue**

|                                                                   |                                                                                                                                      |                   | (A)<br>Total revenue | (B)<br>Related or<br>exempt<br>function<br>revenue | (C)<br>Unrelated<br>business<br>revenue | (D)<br>Revenue<br>excluded from tax<br>under sections<br>512, 513, or 514 |
|-------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------------------|----------------------------------------------------|-----------------------------------------|---------------------------------------------------------------------------|
| <b>Contributions, gifts, grants<br/>and other similar amounts</b> | <b>1a</b> Federated campaigns                                                                                                        | <b>1a</b>         |                      |                                                    |                                         |                                                                           |
|                                                                   | <b>b</b> Membership dues                                                                                                             | <b>1b</b>         |                      |                                                    |                                         |                                                                           |
|                                                                   | <b>c</b> Fundraising events                                                                                                          | <b>1c</b>         |                      |                                                    |                                         |                                                                           |
|                                                                   | <b>d</b> Related organizations                                                                                                       | <b>1d</b>         |                      |                                                    |                                         |                                                                           |
|                                                                   | <b>e</b> Government grants (contributions)                                                                                           | <b>1e</b>         | 25,894,852           |                                                    |                                         |                                                                           |
|                                                                   | <b>f</b> All other contributions, gifts, grants,<br>and similar amounts not included above                                           | <b>1f</b>         |                      |                                                    |                                         |                                                                           |
|                                                                   | <b>g</b> Noncash contributions included in lines 1a-1f                                                                               | \$                |                      |                                                    |                                         |                                                                           |
|                                                                   | <b>h</b> <b>Total.</b> Add lines 1a-1f                                                                                               |                   | 25,894,852           |                                                    |                                         |                                                                           |
| <b>Program Service Revenue</b>                                    | <b>2a</b> REGISTRATIONS                                                                                                              | <b>Busn. Code</b> |                      |                                                    |                                         |                                                                           |
|                                                                   |                                                                                                                                      | 541900            | 278,130              | 278,130                                            |                                         |                                                                           |
|                                                                   | <b>b</b>                                                                                                                             |                   |                      |                                                    |                                         |                                                                           |
|                                                                   | <b>c</b>                                                                                                                             |                   |                      |                                                    |                                         |                                                                           |
|                                                                   | <b>d</b>                                                                                                                             |                   |                      |                                                    |                                         |                                                                           |
|                                                                   | <b>e</b>                                                                                                                             |                   |                      |                                                    |                                         |                                                                           |
|                                                                   | <b>f</b> All other program service revenue                                                                                           |                   |                      |                                                    |                                         |                                                                           |
|                                                                   | <b>g</b> <b>Total.</b> Add lines 2a-2f                                                                                               |                   | 278,130              |                                                    |                                         |                                                                           |
| <b>Other Revenue</b>                                              | <b>3</b> Investment income (including dividends, interest,<br>and other similar amounts)                                             |                   |                      |                                                    |                                         |                                                                           |
|                                                                   | <b>4</b> Income from investment of tax-exempt bond proceeds                                                                          |                   |                      |                                                    |                                         |                                                                           |
|                                                                   | <b>5</b> Royalties                                                                                                                   |                   |                      |                                                    |                                         |                                                                           |
|                                                                   |                                                                                                                                      | (i) Real          | (ii) Personal        |                                                    |                                         |                                                                           |
|                                                                   | <b>6a</b> Gross Rents                                                                                                                |                   |                      |                                                    |                                         |                                                                           |
|                                                                   | <b>b</b> Less rental exps                                                                                                            |                   |                      |                                                    |                                         |                                                                           |
|                                                                   | <b>c</b> Rental inc or (loss)                                                                                                        |                   |                      |                                                    |                                         |                                                                           |
|                                                                   | <b>d</b> Net rental income or (loss)                                                                                                 |                   |                      |                                                    |                                         |                                                                           |
|                                                                   | <b>7a</b> Gross amount from<br>sales of assets<br>other than inventory                                                               | (i) Securities    | (ii) Other           |                                                    |                                         |                                                                           |
|                                                                   | <b>b</b> Less cost or other<br>basis & sales exps                                                                                    |                   |                      |                                                    |                                         |                                                                           |
|                                                                   | <b>c</b> Gain or (loss)                                                                                                              |                   |                      |                                                    |                                         |                                                                           |
|                                                                   | <b>d</b> Net gain or (loss)                                                                                                          |                   |                      |                                                    |                                         |                                                                           |
|                                                                   | <b>8a</b> Gross income from fundraising events<br>(not including \$<br>of contributions reported on line 1c)<br>See Part IV, line 18 | <b>a</b>          |                      |                                                    |                                         |                                                                           |
|                                                                   | <b>b</b> Less direct expenses                                                                                                        | <b>b</b>          |                      |                                                    |                                         |                                                                           |
|                                                                   | <b>c</b> Net income or (loss) from fundraising events                                                                                |                   |                      |                                                    |                                         |                                                                           |
|                                                                   | <b>9a</b> Gross income from gaming activities<br>See Part IV, line 19                                                                | <b>a</b>          |                      |                                                    |                                         |                                                                           |
|                                                                   | <b>b</b> Less direct expenses                                                                                                        | <b>b</b>          |                      |                                                    |                                         |                                                                           |
|                                                                   | <b>c</b> Net income or (loss) from gaming activities                                                                                 |                   |                      |                                                    |                                         |                                                                           |
|                                                                   | <b>10a</b> Gross sales of inventory, less<br>returns and allowances                                                                  | <b>a</b>          |                      |                                                    |                                         |                                                                           |
|                                                                   | <b>b</b> Less cost of goods sold                                                                                                     | <b>b</b>          |                      |                                                    |                                         |                                                                           |
| <b>c</b> Net income or (loss) from sales of inventory             |                                                                                                                                      |                   |                      |                                                    |                                         |                                                                           |
| <b>Miscellaneous Revenue</b>                                      |                                                                                                                                      | <b>Busn. Code</b> |                      |                                                    |                                         |                                                                           |
| <b>11a</b> NON-GOVERNMENT CONTRACTS                               |                                                                                                                                      | 900099            | 103,482              | 103,482                                            |                                         |                                                                           |
| <b>b</b> DISCOUNTS                                                |                                                                                                                                      | 900099            | 79                   |                                                    |                                         | 79                                                                        |
| <b>c</b>                                                          |                                                                                                                                      |                   |                      |                                                    |                                         |                                                                           |
| <b>d</b> All other revenue                                        |                                                                                                                                      |                   |                      |                                                    |                                         |                                                                           |
| <b>e</b> <b>Total.</b> Add lines 11a-11d                          |                                                                                                                                      |                   | 103,561              |                                                    |                                         |                                                                           |
| <b>12</b> <b>Total revenue.</b> See instructions                  |                                                                                                                                      |                   | 26,276,543           | 381,612                                            | 0                                       | 79                                                                        |

**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)<br>Total expenses | (B)<br>Program service expenses | (C)<br>Management and general expenses | (D)<br>Fundraising expenses |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|---------------------------------|----------------------------------------|-----------------------------|
| 1 Grants and other assistance to governments and organizations in the U.S. See Part IV, line 21                                                                                                                                           |                       |                                 |                                        |                             |
| 2 Grants and other assistance to individuals in the U.S. See Part IV, line 22                                                                                                                                                             |                       |                                 |                                        |                             |
| 3 Grants and other assistance to governments, organizations, and individuals outside the U.S. See Part IV, lines 15 and 16                                                                                                                |                       |                                 |                                        |                             |
| 4 Benefits paid to or for members                                                                                                                                                                                                         |                       |                                 |                                        |                             |
| 5 Compensation of current officers, directors, trustees, and key employees                                                                                                                                                                | 2,271,438             | 1,396,417                       | 875,021                                |                             |
| 6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)                                                                                           |                       |                                 |                                        |                             |
| 7 Other salaries and wages                                                                                                                                                                                                                | 8,985,040             | 7,542,376                       | 1,442,664                              |                             |
| 8 Pension plan contributions (include section 401(k) and section 403(b) employer contributions)                                                                                                                                           | 1,748,294             | 1,471,077                       | 277,217                                |                             |
| 9 Other employee benefits                                                                                                                                                                                                                 | 1,216,355             | 1,015,295                       | 201,060                                |                             |
| 10 Payroll taxes                                                                                                                                                                                                                          | 776,447               | 624,218                         | 152,229                                |                             |
| 11 Fees for services (non-employees)                                                                                                                                                                                                      |                       |                                 |                                        |                             |
| a Management                                                                                                                                                                                                                              |                       |                                 |                                        |                             |
| b Legal                                                                                                                                                                                                                                   | 11,529                | 5,230                           | 6,299                                  |                             |
| c Accounting                                                                                                                                                                                                                              | 41,613                |                                 | 41,613                                 |                             |
| d Lobbying                                                                                                                                                                                                                                |                       |                                 |                                        |                             |
| e Professional fundraising services See Part IV, line 17                                                                                                                                                                                  |                       |                                 |                                        |                             |
| f Investment management fees                                                                                                                                                                                                              |                       |                                 |                                        |                             |
| g Other                                                                                                                                                                                                                                   | 648,090               | 606,488                         | 41,602                                 |                             |
| 12 Advertising and promotion                                                                                                                                                                                                              |                       |                                 |                                        |                             |
| 13 Office expenses                                                                                                                                                                                                                        | 1,055,973             | 880,384                         | 175,589                                |                             |
| 14 Information technology                                                                                                                                                                                                                 | 1,995,144             | 1,835,363                       | 159,781                                |                             |
| 15 Royalties                                                                                                                                                                                                                              |                       |                                 |                                        |                             |
| 16 Occupancy                                                                                                                                                                                                                              | 1,025,433             |                                 | 1,025,433                              |                             |
| 17 Travel                                                                                                                                                                                                                                 | 1,286,052             | 1,220,553                       | 65,499                                 |                             |
| 18 Payments of travel or entertainment expenses for any federal, state, or local public officials                                                                                                                                         | 976,711               | 976,711                         |                                        |                             |
| 19 Conferences, conventions, and meetings                                                                                                                                                                                                 | 3,168,701             | 3,167,812                       | 889                                    |                             |
| 20 Interest                                                                                                                                                                                                                               | 9,763                 | 6,380                           | 3,383                                  |                             |
| 21 Payments to affiliates                                                                                                                                                                                                                 |                       |                                 |                                        |                             |
| 22 Depreciation, depletion, and amortization                                                                                                                                                                                              | 427,648               | 293,845                         | 133,803                                |                             |
| 23 Insurance                                                                                                                                                                                                                              | 80,757                | 2,867                           | 77,890                                 |                             |
| 24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24f. If line 24f amount exceeds 10% of line 25, column (A) amount, list line 24f expenses on Schedule O.)                                      |                       |                                 |                                        |                             |
| a EXPENDABLE EQUIPMENT                                                                                                                                                                                                                    | 506,740               | 449,577                         | 57,163                                 |                             |
| b EMPLOYEE TRAINING                                                                                                                                                                                                                       | 58,638                | 44,349                          | 14,289                                 |                             |
| c EMPLOYMENT EXPENSE                                                                                                                                                                                                                      | 6,243                 |                                 | 6,243                                  |                             |
| d TAXES/LICENSES/COPYRIGHTS                                                                                                                                                                                                               | 3,526                 | 3,408                           | 118                                    |                             |
| e                                                                                                                                                                                                                                         |                       |                                 |                                        |                             |
| f All other expenses                                                                                                                                                                                                                      |                       |                                 |                                        |                             |
| 25 Total functional expenses. Add lines 1 through 24f                                                                                                                                                                                     | 26,300,135            | 21,542,350                      | 4,757,785                              | 0                           |
| 26 Joint costs. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720). 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)<br>Beginning of year |           | (B)<br>End of year |
|---------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-----------|--------------------|
| <b>Assets</b>                                                       | 1 Cash—non-interest bearing                                                                                                                                                                                                                                                     | 202,420                  | 1         | 244,437            |
|                                                                     | 2 Savings and temporary cash investments                                                                                                                                                                                                                                        |                          | 2         |                    |
|                                                                     | 3 Pledges and grants receivable, net                                                                                                                                                                                                                                            | 525,777                  | 3         | 1,051,083          |
|                                                                     | 4 Accounts receivable, net                                                                                                                                                                                                                                                      | 212,783                  | 4         | 17,357             |
|                                                                     | 5 Receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L                                                                                                                            |                          | 5         |                    |
|                                                                     | 6 Receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions) |                          | 6         |                    |
|                                                                     | 7 Notes and loans receivable, net                                                                                                                                                                                                                                               |                          | 7         |                    |
|                                                                     | 8 Inventories for sale or use                                                                                                                                                                                                                                                   |                          | 8         |                    |
|                                                                     | 9 Prepaid expenses and deferred charges                                                                                                                                                                                                                                         | 183,200                  | 9         | 202,264            |
|                                                                     | 10a Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D                                                                                                                                                                                           | 10a 2,658,726            |           |                    |
|                                                                     | b Less accumulated depreciation                                                                                                                                                                                                                                                 | 10b 2,127,049            | 720,164   | 10c 531,677        |
|                                                                     | 11 Investments—publicly traded securities                                                                                                                                                                                                                                       |                          | 11        |                    |
|                                                                     | 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                                                                                                                                                                                                                                            | 35,156                   | 15        | 35,156             |
| 16 <b>Total assets.</b> Add lines 1 through 15 (must equal line 34) | 1,879,500                                                                                                                                                                                                                                                                       | 16                       | 2,081,974 |                    |
| <b>Liabilities</b>                                                  | 17 Accounts payable and accrued expenses                                                                                                                                                                                                                                        | 1,080,703                | 17        | 1,419,394          |
|                                                                     | 18 Grants payable                                                                                                                                                                                                                                                               |                          | 18        |                    |
|                                                                     | 19 Deferred revenue                                                                                                                                                                                                                                                             | 372                      | 19        | 1,343              |
|                                                                     | 20 Tax-exempt bond liabilities                                                                                                                                                                                                                                                  |                          | 20        |                    |
|                                                                     | 21 Escrow or custodial 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                                                                                                                                                                                                               | 264,690                  | 23        | 151,094            |
|                                                                     | 24 Unsecured notes and loans payable to unrelated third parties                                                                                                                                                                                                                 |                          | 24        |                    |
|                                                                     | 25 Other liabilities Complete Part X of Schedule D                                                                                                                                                                                                                              |                          | 25        |                    |
|                                                                     | 26 <b>Total liabilities.</b> Add lines 17 through 25                                                                                                                                                                                                                            | 1,345,765                | 26        | 1,571,831          |
| <b>Net Assets or Fund Balances</b>                                  | <b>Organizations that follow SFAS 117, check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.</b>                                                                                                                                |                          |           |                    |
|                                                                     | 27 Unrestricted net assets                                                                                                                                                                                                                                                      | 533,735                  | 27        | 510,143            |
|                                                                     | 28 Temporarily restricted net assets                                                                                                                                                                                                                                            |                          | 28        |                    |
|                                                                     | 29 Permanently restricted net assets                                                                                                                                                                                                                                            |                          | 29        |                    |
|                                                                     | <b>Organizations that do not follow SFAS 117, check here <input type="checkbox"/> and complete lines 30 through 34.</b>                                                                                                                                                         |                          |           |                    |
|                                                                     | 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 <b>Total net assets or fund balances</b>                                                                                                                                                                                                                                     | 533,735                  | 33        | 510,143            |
| 34 <b>Total liabilities and net assets/fund balances</b>            | 1,879,500                                                                                                                                                                                                                                                                       | 34                       | 2,081,974 |                    |

**Part XI Reconciliation of Net Assets**Check if Schedule O contains a response to any question in this Part XI ☐

|          |                                                                                                               |          |            |
|----------|---------------------------------------------------------------------------------------------------------------|----------|------------|
| <b>1</b> | Total revenue (must equal Part VIII, column (A), line 12)                                                     | <b>1</b> | 26,276,543 |
| <b>2</b> | Total expenses (must equal Part IX, column (A), line 25)                                                      | <b>2</b> | 26,300,135 |
| <b>3</b> | Revenue less expenses Subtract line 2 from line 1                                                             | <b>3</b> | -23,592    |
| <b>4</b> | Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))                     | <b>4</b> | 533,735    |
| <b>5</b> | Other changes in net assets or fund balances (explain in Schedule O)                                          | <b>5</b> |            |
| <b>6</b> | Net assets or fund balances at end of year Combine lines 3, 4, and 5 (must equal Part X, line 33, column (B)) | <b>6</b> | 510,143    |

**Part XII Financial Statements and Reporting**Check if Schedule O contains a response to any question in this Part XII ☐

- 1** Accounting method used to prepare the Form 990. ☐ Cash ☒ Accrual ☐ Other \_\_\_\_\_  
If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O
- 2a** Were the organization's financial statements compiled or reviewed by an independent accountant?
- b** Were the organization's financial statements audited by an independent accountant?
- c** If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O
- d** If "Yes" to line 2a or 2b, check a box below to indicate whether the financial statements for the year were issued on a separate basis, consolidated basis, or both  
☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis
- 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?
- b** If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits

|           | Yes | No |
|-----------|-----|----|
| <b>2a</b> |     | X  |
| <b>2b</b> | X   |    |
| <b>2c</b> | X   |    |
| <b>3a</b> | X   |    |
| <b>3b</b> | X   |    |

Form 990 (2010)

**SCHEDULE A**  
**(Form 990 or 990-EZ)**Department of the Treasury  
Internal Revenue Service**Public Charity Status and Public Support**

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

OMB No 1545-0047

**2010**Open to Public  
InspectionName of the organization **THE INSTITUTE FOR INTERGOVERNMENTAL  
RESEARCH, INC.**Employer identification number  
**59-1860916****Part I Reason for Public Charity Status** (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is (For lines 1 through 11, check only one box.)

- 1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2 ☐ A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E.)
- 3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state
- 5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7 ☒ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8 ☐ A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9 ☐ An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- 10 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 11 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box that describes the type of supporting organization and complete lines 11e through 11h
- a ☐ Type I      b ☐ Type II      c ☐ Type III—Functionally integrated      d ☐ Type III—Other
- e ☐ By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).**
- f If the organization received a written determination from the IRS that it is a Type I, Type II, or Type III supporting organization, check this box ☐
- g Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?
- (i) A person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the supported organization?
- (ii) A family member of a person described in (i) above?
- (iii) A 35% controlled entity of a person described in (i) or (ii) above?
- h Provide the following information about the supported organization(s)

|          | Yes | No |
|----------|-----|----|
| 11g(i)   |     |    |
| 11g(ii)  |     |    |
| 11g(iii) |     |    |

| (i) Name of supported organization | (ii) EIN | (iii) Type of organization (described on lines 1–9 above or IRC section (see instructions)) | (iv) Is the organization in col (i) listed in your governing document? |    | (v) Did you notify the organization in col (i) of your support? |    | (vi) Is the organization in col (i) organized in the U.S.? |    | (vii) Amount of support |
|------------------------------------|----------|---------------------------------------------------------------------------------------------|------------------------------------------------------------------------|----|-----------------------------------------------------------------|----|------------------------------------------------------------|----|-------------------------|
|                                    |          |                                                                                             | Yes                                                                    | No | Yes                                                             | No | Yes                                                        | No |                         |
| (A)                                |          |                                                                                             |                                                                        |    |                                                                 |    |                                                            |    |                         |
| (B)                                |          |                                                                                             |                                                                        |    |                                                                 |    |                                                            |    |                         |
| (C)                                |          |                                                                                             |                                                                        |    |                                                                 |    |                                                            |    |                         |
| (D)                                |          |                                                                                             |                                                                        |    |                                                                 |    |                                                            |    |                         |
| (E)                                |          |                                                                                             |                                                                        |    |                                                                 |    |                                                            |    |                         |
| Total                              |          |                                                                                             |                                                                        |    |                                                                 |    |                                                            |    |                         |

For Paperwork Reduction Act Notice, see the Instructions for  
Form 990 or 990-EZ.

Schedule A (Form 990 or 990-EZ) 2010

**Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

**Section A. Public Support**

| Calendar year (or fiscal year beginning in)▶                                                                                                                                                                 | (a) 2006   | (b) 2007   | (c) 2008   | (d) 2009   | (e) 2010   | (f) Total   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------|------------|------------|------------|-------------|
| <b>1</b> Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")                                                                                                   | 23,849,612 | 27,127,363 | 23,985,773 | 25,031,468 | 25,894,852 | 125,889,068 |
| <b>2</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf                                                                                                     |            |            |            |            |            |             |
| <b>3</b> The value of services or facilities furnished by a governmental unit to the organization without charge                                                                                             |            |            |            |            |            |             |
| <b>4</b> <b>Total.</b> Add lines 1 through 3                                                                                                                                                                 | 23,849,612 | 27,127,363 | 23,985,773 | 25,031,468 | 25,894,852 | 125,889,068 |
| <b>5</b> The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) |            |            |            |            |            |             |
| <b>6</b> <b>Public support.</b> Subtract line 5 from line 4                                                                                                                                                  |            |            |            |            |            | 125,889,068 |

**Section B. Total Support**

| Calendar year (or fiscal year beginning in)▶                                                                                            | (a) 2006   | (b) 2007   | (c) 2008   | (d) 2009   | (e) 2010   | (f) Total   |
|-----------------------------------------------------------------------------------------------------------------------------------------|------------|------------|------------|------------|------------|-------------|
| <b>7</b> Amounts from line 4                                                                                                            | 23,849,612 | 27,127,363 | 23,985,773 | 25,031,468 | 25,894,852 | 125,889,068 |
| <b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources |            |            |            |            |            |             |
| <b>9</b> Net income from unrelated business activities, whether or not the business is regularly carried on                             |            |            |            |            |            |             |
| <b>10</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.)                               | 10,722     | 1,514      | 358        | 162,486    | 103,561    | 278,641     |
| <b>11</b> <b>Total support.</b> Add lines 7 through 10                                                                                  |            |            |            |            |            | 126,167,709 |
| <b>12</b> Gross receipts from related activities, etc. (see instructions)                                                               |            |            |            |            | <b>12</b>  | 381,612     |

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

**Section C. Computation of Public Support Percentage**

|                                                                                                                                                                                                                                                                                                                                                                                                                                              |           |         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|---------|
| <b>14</b> Public support percentage for 2010 (line 6, column (f) divided by line 11, column (f))                                                                                                                                                                                                                                                                                                                                             | <b>14</b> | 99.78 % |
| <b>15</b> Public support percentage from 2009 Schedule A, Part II, line 14                                                                                                                                                                                                                                                                                                                                                                   | <b>15</b> | 99.85 % |
| <b>16a</b> <b>33 1/3% support test—2010.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization ▶ <input checked="" type="checkbox"/>                                                                                                                                                                |           |         |
| <b>b</b> <b>33 1/3% support test—2009.</b> If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/>                                                                                                                                                                        |           |         |
| <b>17a</b> <b>10%-facts-and-circumstances test—2010.</b> If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and <b>stop here.</b> Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/>    |           |         |
| <b>b</b> <b>10%-facts-and-circumstances test—2009.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and <b>stop here.</b> Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/> |           |         |
| <b>18</b> <b>Private foundation.</b> If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ▶ <input type="checkbox"/>                                                                                                                                                                                                                                                               |           |         |

**Part III Support Schedule for Organizations Described in Section 509(a)(2)**

(Complete only if you checked the box on line 9 of Part I or if the organization failed to qualify under Part II.  
If the organization fails to qualify under the tests listed below, please complete Part II.)

**Section A. Public Support**

| Calendar year (or fiscal year beginning in)▶                                                                                                                                      | (a) 2006 | (b) 2007 | (c) 2008 | (d) 2009 | (e) 2010 | (f) Total |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|-----------|
| <b>1</b> Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")                                                                        |          |          |          |          |          |           |
| <b>2</b> Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose |          |          |          |          |          |           |
| <b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513                                                                             |          |          |          |          |          |           |
| <b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf                                                                          |          |          |          |          |          |           |
| <b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge                                                                  |          |          |          |          |          |           |
| <b>6</b> <b>Total.</b> Add lines 1 through 5                                                                                                                                      |          |          |          |          |          |           |
| <b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons                                                                                                |          |          |          |          |          |           |
| <b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year           |          |          |          |          |          |           |
| <b>c</b> Add lines 7a and 7b                                                                                                                                                      |          |          |          |          |          |           |
| <b>8</b> <b>Public support</b> (Subtract line 7c from line 6 )                                                                                                                    |          |          |          |          |          |           |

**Section B. Total Support**

| Calendar year (or fiscal year beginning in)▶                                                                                                                                                                                     | (a) 2006 | (b) 2007 | (c) 2008 | (d) 2009 | (e) 2010 | (f) Total |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|-----------|
| <b>9</b> Amounts from line 6                                                                                                                                                                                                     |          |          |          |          |          |           |
| <b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources                                                                                        |          |          |          |          |          |           |
| <b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975                                                                                                                 |          |          |          |          |          |           |
| <b>c</b> Add lines 10a and 10b                                                                                                                                                                                                   |          |          |          |          |          |           |
| <b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on                                                                                            |          |          |          |          |          |           |
| <b>12</b> Other income Do not include gain or loss from the sale of capital assets (Explain in Part IV )                                                                                                                         |          |          |          |          |          |           |
| <b>13</b> <b>Total support.</b> (Add lines 9, 10c, 11, and 12 )                                                                                                                                                                  |          |          |          |          |          |           |
| <b>14</b> <b>First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> ▶ <input type="checkbox"/> |          |          |          |          |          |           |

**Section C. Computation of Public Support Percentage**

|                                                                                                  |           |   |
|--------------------------------------------------------------------------------------------------|-----------|---|
| <b>15</b> Public support percentage for 2010 (line 8, column (f) divided by line 13, column (f)) | <b>15</b> | % |
| <b>16</b> Public support percentage from 2009 Schedule A, Part III, line 15                      | <b>16</b> | % |

**Section D. Computation of Investment Income Percentage**

|                                                                                                       |           |   |
|-------------------------------------------------------------------------------------------------------|-----------|---|
| <b>17</b> Investment income percentage for 2010 (line 10c, column (f) divided by line 13, column (f)) | <b>17</b> | % |
| <b>18</b> Investment income percentage from 2009 Schedule A, Part III, line 17                        | <b>18</b> | % |

**19a** **33 1/3% support tests—2010.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ▶ ☐

**b** **33 1/3% support tests—2009.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ▶ ☐

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



**Part IV** **Supplemental Information.** Complete this part to provide the explanations required by Part II, line 10; Part II, line 17a or 17b; and Part III, line 12. Also complete this part for any additional information. (See instructions).

---

## PART II, LINE 10 - OTHER INCOME DETAIL

|           |    |        |
|-----------|----|--------|
| DISCOUNTS | \$ | 12,632 |
|-----------|----|--------|

|                           |    |         |
|---------------------------|----|---------|
| NON- GOVERNMENT CONTRACTS | \$ | 266,009 |
|---------------------------|----|---------|

**SCHEDULE D  
(Form 990)**Department of the Treasury  
Internal Revenue Service**Supplemental Financial Statements**▶ Complete if the organization answered "Yes," to Form 990,  
Part IV, line 6, 7, 8, 9, 10, 11, or 12.

▶ Attach to Form 990. ▶ See separate instructions.

OMB No 1545-0047

**2010**Open to Public  
Inspection**Name of the organization**THE INSTITUTE FOR INTERGOVERNMENTAL  
RESEARCH, INC.**Employer identification number**

59-1860916

**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 can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? <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 education) | <input type="checkbox"/> Preservation of an historically important land area |
| <input type="checkbox"/> Protection of natural habitat                                       | <input type="checkbox"/> Preservation of a certified historic structure      |
| <input type="checkbox"/> Preservation of open space                                          |                                                                              |

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

|                                                                                                                                            | Held at the End of the Tax 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, and not on a historic structure listed in the National Register | 2d                              |

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

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

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

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

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

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

9 In Part 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 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIV, the text of the footnote to its financial statements that describes these items

b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items

|                                                      |      |
|------------------------------------------------------|------|
| (i) 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 (ASC 958) 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 acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply)

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

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part 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 Escrow and Custodial Arrangements.** Complete if the 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

- c Beginning balance  
 d Additions during the year  
 e Distributions during the year  
 f Ending balance

|    | Amount |
|----|--------|
| 1c | 16,814 |
| 1d | 20,015 |
| 1e | 12,000 |
| 1f | 24,829 |

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 Net investment earnings, gains, and 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  
 (ii) related organizations

b If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R?

|        | Yes | No |
|--------|-----|----|
| 3a(i)  |     |    |
| 3a(ii) |     |    |
| 3b     |     |    |

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

**Part VI 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) Accumulated depreciation | (d) Book value |
|-------------------------------------------------------------------------------------------------|--------------------------------------|---------------------------------|------------------------------|----------------|
| 1a Land                                                                                         |                                      |                                 |                              |                |
| b Buildings                                                                                     |                                      |                                 |                              |                |
| c Leasehold improvements                                                                        |                                      |                                 |                              |                |
| d Equipment                                                                                     |                                      | 2,378,697                       | 1,962,431                    | 416,266        |
| e Other                                                                                         |                                      | 280,029                         | 164,618                      | 115,411        |
| Total. Add lines 1a through 1e (Column (d) must equal Form 990, Part X, column (B), line 10(c)) |                                      |                                 |                              | 531,677        |

**Part VII Investments—Other Securities.** See Form 990, Part X, line 12.

| (a) Description of security or category<br>(including name of security)  | (b) Book value | (c) Method of valuation<br>Cost or end-of-year market value |
|--------------------------------------------------------------------------|----------------|-------------------------------------------------------------|
| (1) Financial derivatives                                                |                |                                                             |
| (2) Closely-held equity interests                                        |                |                                                             |
| (3) Other                                                                |                |                                                             |
| (A)                                                                      |                |                                                             |
| (B)                                                                      |                |                                                             |
| (C)                                                                      |                |                                                             |
| (D)                                                                      |                |                                                             |
| (E)                                                                      |                |                                                             |
| (F)                                                                      |                |                                                             |
| (G)                                                                      |                |                                                             |
| (H)                                                                      |                |                                                             |
| (I)                                                                      |                |                                                             |
| <b>Total.</b> (Column (b) must 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<br>Cost or end-of-year market value |
|--------------------------------------------------------------------------|----------------|-------------------------------------------------------------|
| (1)                                                                      |                |                                                             |
| (2)                                                                      |                |                                                             |
| (3)                                                                      |                |                                                             |
| (4)                                                                      |                |                                                             |
| (5)                                                                      |                |                                                             |
| (6)                                                                      |                |                                                             |
| (7)                                                                      |                |                                                             |
| (8)                                                                      |                |                                                             |
| (9)                                                                      |                |                                                             |
| (10)                                                                     |                |                                                             |
| <b>Total.</b> (Column (b) must 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 |
|--------------------------------------------------------------------------|----------------|
| (1)                                                                      |                |
| (2)                                                                      |                |
| (3)                                                                      |                |
| (4)                                                                      |                |
| (5)                                                                      |                |
| (6)                                                                      |                |
| (7)                                                                      |                |
| (8)                                                                      |                |
| (9)                                                                      |                |
| (10)                                                                     |                |
| <b>Total.</b> (Column (b) must equal Form 990, Part X, col (B) line 15 ) |                |

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

| 1. (a) Description of liability                                          | (b) Amount |
|--------------------------------------------------------------------------|------------|
| (1) Federal income taxes                                                 |            |
| (2)                                                                      |            |
| (3)                                                                      |            |
| (4)                                                                      |            |
| (5)                                                                      |            |
| (6)                                                                      |            |
| (7)                                                                      |            |
| (8)                                                                      |            |
| (9)                                                                      |            |
| (10)                                                                     |            |
| (11)                                                                     |            |
| <b>Total.</b> (Column (b) must equal Form 990, Part X, col (B) line 25 ) |            |

2. FIN 48 (ASC 740) Footnote 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 (ASC 740)

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

|    |                                                                                         |    |            |
|----|-----------------------------------------------------------------------------------------|----|------------|
| 1  | Total revenue (Form 990, Part VIII, column (A), line 12)                                | 1  | 26,276,543 |
| 2  | Total expenses (Form 990, Part IX, column (A), line 25)                                 | 2  | 26,300,135 |
| 3  | Excess or (deficit) for the year Subtract line 2 from line 1                            | 3  | -23,592    |
| 4  | Net unrealized gains (losses) on investments                                            | 4  |            |
| 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 through 8                                           | 9  |            |
| 10 | Excess or (deficit) for the year per audited financial statements Combine lines 3 and 9 | 10 | -23,592    |

**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  | 26,276,543 |
| 2 | Amounts included on line 1 but not on Form 990, Part VIII, line 12            |    |            |
| a | Net unrealized gains on investments                                           | 2a |            |
| b | Donated services and use of facilities                                        | 2b |            |
| c | Recoveries of prior year grants                                               | 2c |            |
| d | Other (Describe in Part XIV)                                                  | 2d |            |
| e | Add lines 2a through 2d                                                       | 2e |            |
| 3 | Subtract line 2e from line 1                                                  | 3  | 26,276,543 |
| 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 must equal Form 990, Part I, line 12) | 5  | 26,276,543 |

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

|   |                                                                                |    |            |
|---|--------------------------------------------------------------------------------|----|------------|
| 1 | Total expenses and losses per audited financial statements                     | 1  | 26,300,135 |
| 2 | Amounts included on line 1 but not on Form 990, Part IX, line 25               |    |            |
| a | Donated services and use of facilities                                         | 2a |            |
| b | Prior year adjustments                                                         | 2b |            |
| c | Other losses                                                                   | 2c |            |
| d | Other (Describe in Part XIV)                                                   | 2d |            |
| e | Add lines 2a through 2d                                                        | 2e |            |
| 3 | Subtract line 2e from line 1                                                   | 3  | 26,300,135 |
| 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 must equal Form 990, Part I, line 18) | 5  | 26,300,135 |

**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, line 2, Part XI, line 8, Part XII, lines 2d and 4b, and Part XIII, lines 2d and 4b. Also complete this part to provide any additional information.

PART IV, LINE 1B - EXPLANATION FOR UNREPORTED CONTRIBUTIONS OR ASSETS  
IIR MAINTAINS A BANK ACCOUNT FOR AN UNRELATED ORGANIZATION.

**Part XIV** Supplemental Information (continued)

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**SCHEDULE F  
(Form 990)**Department of the Treasury  
Internal Revenue Service**Statement of Activities Outside the United States**

- Complete if the organization answered "Yes" to Form 990,  
Part IV, line 14b, 15, or 16.  
► Attach to Form 990. ► See separate instructions.

OMB No 1545-0047

**2010**Open to Public  
Inspection

Name of the organization

THE INSTITUTE FOR INTERGOVERNMENTAL  
RESEARCH, INC.

Employer identification number

59-1860916

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

- 1 For grantmakers.** 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 For grantmakers.** Describe in Part V the organization's procedures for monitoring the use of grant funds outside the United States

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

| (a) Region                                        | (b) Number of offices in the region | (c) Number of employees, agents, and independent contractors in region | (d) Activities conducted in region (by type) (e.g., fundraising, program services, investments, grants to recipients located in the region) | (e) If activity listed in (d) is a program service, describe specific type of service(s) in region | (f) Total expenditures for and investments in region |
|---------------------------------------------------|-------------------------------------|------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|------------------------------------------------------|
| CENTRAL AMERICA/CARRIBBEAN                        |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                      |
| (1)                                               |                                     |                                                                        | PROGRAM SERVICES                                                                                                                            | TRAINING SERVICES                                                                                  | 331,457                                              |
| (2)                                               |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                      |
| (3)                                               |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                      |
| (4)                                               |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                      |
| (5)                                               |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                      |
| (6)                                               |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                      |
| (7)                                               |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                      |
| (8)                                               |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                      |
| (9)                                               |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                      |
| (10)                                              |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                      |
| (11)                                              |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                      |
| (12)                                              |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                      |
| (13)                                              |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                      |
| (14)                                              |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                      |
| (15)                                              |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                      |
| (16)                                              |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                      |
| (17)                                              |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                      |
| <b>3a Sub-total</b>                               |                                     |                                                                        |                                                                                                                                             |                                                                                                    | 331,457                                              |
| <b>b</b> Total from continuation sheets to Part I |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                      |
| <b>c Totals</b> (add lines 3a and 3b)             |                                     |                                                                        |                                                                                                                                             |                                                                                                    | 331,457                                              |

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

Schedule F (Form 990) 2010

**Part IV Foreign Forms**

- 1 Was the organization a U S transferor of property to a foreign corporation during the tax year? If "Yes," the organization may be required to file Form 926, Return by a U S Transferor of Property to a Foreign Corporation (see Instructions for Form 926) ☐ Yes ☒ No
- 2 Did the organization have an interest in a foreign trust during the tax year? If "Yes," the organization may be required to file Form 3520, Annual Return to Report Transactions with Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U S Owner (see Instructions for Forms 3520 and 3520-A) ☐ Yes ☒ No
- 3 Did the organization have an ownership interest in a foreign corporation during the tax year? If "Yes," the organization may be required to file Form 5471, Information Return of U S Persons with respect to Certain Foreign Corporations (see Instructions for Form 5471) ☐ Yes ☒ No
- 4 Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? If "Yes," the organization may be required to file Form 8621, Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund (see Instructions for Form 8621) ☐ Yes ☒ No
- 5 Did the organization have an ownership interest in a foreign partnership during the tax year? If "Yes," the organization may be required to file Form 8865, Return of U S Persons with respect to Certain Foreign Partnerships (see Instructions for Form 8865) ☐ Yes ☒ No
- 6 Did the organization have any operations in or related to any boycotting countries during the tax year? If "Yes," the organization may be required to file Form 5713, International Boycott Report (see Instructions for Form 5713) ☐ Yes ☒ No



**Part V Supplemental Information**

Complete this part to provide the information required in Part I, line 2 (monitoring of funds), Part I, line 3, column (f) (accounting method), Part II, line 1 (accounting method); Part III (accounting method), and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information (see instructions).

**SCHEDULE J**  
**(Form 990)**Department of the Treasury  
Internal Revenue Service**Compensation Information**For certain Officers, Directors, Trustees, Key Employees, and Highest  
Compensated Employees▶ Complete if the organization answered "Yes" to Form 990,  
Part IV, line 23.

▶ Attach to Form 990. ▶ See separate instructions.

OMB No 1545-0047

**2010**Open To Public  
Inspection

Name of the organization

THE INSTITUTE FOR INTERGOVERNMENTAL  
RESEARCH, INC.

Employer identification number

59-1860916

**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 checked="" type="checkbox"/> Payments for business use of personal residence |
| <input type="checkbox"/> Tax indemnification and gross-up payments | <input 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 any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain**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 type="checkbox"/> Compensation committee              | <input type="checkbox"/> Written employment contract                                |
| <input type="checkbox"/> Independent compensation consultant | <input 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, with respect to the filing organization or a related organization

- a** Receive a severance payment or change-of-control payment from the organization or a related organization?
- b** Participate in, or receive payment from, a supplemental nonqualified retirement plan?
- c** Participate in, or receive payment from, an equity-based compensation arrangement?

If "Yes" to any of lines 4a–c, list the persons and provide the applicable amounts for each item in Part III

**Only section 501(c)(3) and 501(c)(4) organizations must complete lines 5–9.****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?
- b** Any related organization?

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?
- b** Any related organization?

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 Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III**9** If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

Yes No

1b X

2 X

4a X

4b X

4c X

5a X

5b X

6a X

6b X

7 X

8 X

9

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

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

**Note.** The sum of columns (B)(i)-(iii) must equal the applicable column (D) or column (E) amounts on Form 990, Part VII, line 1a

| (A) Name               | (B) Breakdown of W-2 and/or 1099-MISC compensation |                                     |                                     | (C) Retirement and other deferred compensation | (D) Nontaxable benefits | (E) Total of columns (B)(i)-(D) | (F) Compensation reported in prior Form 990 or Form 990-EZ |
|------------------------|----------------------------------------------------|-------------------------------------|-------------------------------------|------------------------------------------------|-------------------------|---------------------------------|------------------------------------------------------------|
|                        | (i) Base compensation                              | (ii) Bonus & incentive compensation | (iii) Other reportable compensation |                                                |                         |                                 |                                                            |
| 1 D. DOUGLAS BODRERO   | (i) 199,139                                        | (ii) 0                              | (iii) 3,600                         | 39,851                                         | 9,953                   | 252,543                         | 0                                                          |
| ROBERT F. CUMMINGS     | (i) 199,000                                        | (ii) 0                              | (iii) 0                             | 39,851                                         | 4,159                   | 243,010                         | 0                                                          |
| 2 RICHARD H. WARD      | (i) 151,220                                        | (ii) 0                              | (iii) 3,600                         | 30,353                                         | 3,917                   | 189,090                         | 0                                                          |
| 3 R. CLAY JESTER       | (i) 136,045                                        | (ii) 0                              | (iii) 0                             | 28,510                                         | 14,547                  | 179,102                         | 0                                                          |
| 4 MARY J. DODD         | (i) 135,371                                        | (ii) 0                              | (iii) 0                             | 27,361                                         | 9,924                   | 172,656                         | 0                                                          |
| 5 E. BRUCE BUCKLEY     | (i) 129,658                                        | (ii) 0                              | (iii) 0                             | 26,946                                         | 14,112                  | 170,716                         | 0                                                          |
| 6 GINA W. HARTSFIELD   | (i) 121,808                                        | (ii) 0                              | (iii) 0                             | 26,287                                         | 18,149                  | 166,244                         | 0                                                          |
| 7 GERARD P. LYNCH      | (i) 166,594                                        | (ii) 0                              | (iii) 17,713                        | 36,432                                         | 4,082                   | 224,821                         | 0                                                          |
| 8 ALAN ROSENHAUER      | (i) 177,300                                        | (ii) 0                              | (iii) 0                             | 36,472                                         | 14,424                  | 228,196                         | 0                                                          |
| 9 JOHN J. WILSON       | (i) 154,186                                        | (ii) 0                              | (iii) 1,200                         | 31,270                                         | 11,996                  | 198,652                         | 0                                                          |
| 10 GEORGE P. MARCH     | (i) 149,444                                        | (ii) 0                              | (iii) 0                             | 30,530                                         | 3,783                   | 183,757                         | 0                                                          |
| 11 JOHN P. MOORE       | (i) 128,216                                        | (ii) 0                              | (iii) 0                             | 26,315                                         | 12,350                  | 166,881                         | 0                                                          |
| 12 LAWRENCE M. MALONEY | (i) 125,814                                        | (ii) 0                              | (iii) 0                             | 26,277                                         | 14,818                  | 166,909                         | 0                                                          |
| 13 JANE R. MUNROE      | (i) 125,917                                        | (ii) 0                              | (iii) 0                             | 25,206                                         | 8,895                   | 160,018                         | 0                                                          |
| 14                     |                                                    |                                     |                                     | 0                                              | 0                       | 0                               | 0                                                          |
| 15                     |                                                    |                                     |                                     |                                                |                         |                                 |                                                            |
| 16                     |                                                    |                                     |                                     |                                                |                         |                                 |                                                            |

Schedule J (Form 990) 2010

**Part II** 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.

PART I, LINE 1A - FRINGE OR EXPENSE EXPLANATION  
COMPENSATION INCLUDED IN SCHEDULE J, PART II, COLUMN (B) INCLUDES PAYMENTS  
MADE TO EMPLOYEES FOR HOME OFFICES.

PART I, LINE 1B - WRITTEN REIMBURSEMENT POLICY EXPLANATION  
MONTHLY PAYMENT AMOUNTS FOR BUSINESS USE OF EMPLOYEE PERSONAL RESIDENCES  
WERE ESTABLISHED BY THE CHAIRMAN OR PRESIDENT. INTERNAL INVOICES ARE  
GENERATED FOR THE AMOUNT AUTHORIZED TO SUPPORT PAYMENT.

**SCHEDULE O**  
**(Form 990 or 990-EZ)**Department of the Treasury  
Internal Revenue Service**Supplemental Information to Form 990 or 990-EZ**Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.  
▶ Attach to Form 990 or 990-EZ.

OMB No 1545-0047

**2010**Open to Public  
Inspection

|                          |                                                       |                                              |
|--------------------------|-------------------------------------------------------|----------------------------------------------|
| Name of the organization | THE INSTITUTE FOR INTERGOVERNMENTAL<br>RESEARCH, INC. | Employer identification number<br>59-1860916 |
|--------------------------|-------------------------------------------------------|----------------------------------------------|

FORM 990, PART I, LINE 6

KERRY WILLIAMS SERVES ON THE BOARD OF DIRECTORS & IS A TRUSTEE. HE RECEIVES  
NO COMPENSATION FOR HIS SERVICES.

FORM 990, PART III, LINE 4A - FIRST ACHIEVEMENT

CRIMINAL ACTIVITIES, AND TO PROMOTE OFFICER SAFETY.

FORM 990, PART III, LINE 4B - SECOND ACHIEVEMENT

REPORTING INITIATIVE BY INVOLVING STATE, LOCAL, TRIBAL AND FEDERAL LAW  
ENFORCEMENT ORGANIZATIONS IN A STANDARDIZED SAR PROCESS.

FORM 990, PART III, LINE 4C - THIRD ACHIEVEMENT

MANAGEMENT, IMPLEMENTATION, ADMINISTRATION AND ASSESSMENT BY EMPHASIZING  
PROBLEM IDENTIFICATION AND DATA GATHERING, PROJECT STRATEGY AND DESIGN,  
COMMUNITY PARTNERSHIPS DEVELOPMENT AND MANAGEMENT STRATEGIES; TO COMBAT  
DOMESTIC AND INTERNATIONAL TERRORISM AND OTHER EXTREMIST CRIMINAL ACTIVITY  
BY PROVIDING VARIOUS TOOLS AND RESOURCES NECESSARY FOR LAW ENFORCEMENT  
PERSONNEL TO UNDERSTAND, DETECT, DETER, AND INVESTIGATE ACTS OF TERRORISM.

FORM 990, PART III, LINE 4D - ALL OTHER ACHIEVEMENTS

GANG PROGRAMS- \$3,749,749 EXPENSES; \$186,420 REVENUES- DEVELOP AND PROVIDE  
INFORMATION AND RESOURCES TO ASSIST IN THE DEVELOPMENT OF EFFECTIVE  
ANTI-GANG PREVENTION AND INTERVENTION STRATEGIES. CONDUCT AN ANNUAL GANG  
SURVEY WITH LAW ENFORCEMENT AGENCIES AROUND THE COUNTRY. PROVIDE TECHNICAL  
ASSISTANCE; PRODUCE AND DISSEMINATE INFORMATIONAL AND EDUCATIONAL

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MATERIALS; DEVELOP ANTI-GANG CURRICULA TO IMPROVE THE LEVEL OF KNOWLEDGE, COMMUNICATION AND COLLABORATION AMONG CRIMINAL JUSTICE AND COMMUNITY ORGANIZATIONS; AND DELIVER TRAINING TO LOCAL, STATE, TRIBAL, AND FEDERAL LAW ENFORCEMENT AND TO GANG INTERVENTION AND PREVENTION PROFESSIONALS.

NATIONAL SEX OFFENDER REGISTRIES -\$838,432 EXPENSES - PROVIDE SUPPORT, COORDINATION, AND TECHNICAL ASSISTANCE FOR THE DRU SJODIN NATIONAL SEX OFFENDER PUBLIC WEBSITE, THE SEX OFFENDER REGISTRATION AND NOTIFICATION ACT EXCHANGE PORTAL AND THE TRIBE AND TERRITORY SEX OFFENDER REGISTRY SYSTEM.

OTHER PROGRAMS - \$361,158 EXPENSES; \$103,561 REVENUES - PROVIDE SUPPORT AND TECHNICAL ASSISTANCE TO OTHER CRIMINAL JUSTICE RELATED PROGRAMS.

FORM 990, PART VI, LINE 2 - RELATED PARTY INFORMATION AMONG OFFICERS

EMORY WILLIAMS

DOROTHY WILLIAMS

CHAIRMAN

SECRETARY

HUSBAND/WIFE

EMORY/DOROTHY WILLIAMS

KERRY WILLIAMS

CHAIRMAN/SEC

TRUSTEE

PARENTS/SON

FORM 990, PART VI, LINE 8B - DOCUMENTATION BY COMMITTEE EXPLANATION

IIR'S BOARD DOES NOT HAVE ANY STANDING COMMITTEES.

FORM 990, PART VI, LINE 11B - ORGANIZATION'S PROCESS TO REVIEW FORM 990

THE TAX RETURN IS PREPARED BY AN INDEPENDENT ACCOUNTING FIRM. THE 990 IS

Name of the organization

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Employer identification number

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REVIEWED INTERNALLY BY THE VICE PRESIDENT/COMPTROLLER AND A PDF COPY IS SENT TO THE PRESIDENT AND BOARD CHAIRMAN FOR REVIEW PRIOR TO FILING WITH THE IRS.

FORM 990, PART VI, LINE 12C - ENFORCEMENT OF CONFLICTS POLICY  
THE BOARD & MANAGEMENT ARE AWARE OF THE POTENTIAL FOR CONFLICTS OF INTEREST & MONITOR PROGRAMS & PERSONNEL ON AN ONGOING BASIS THROUGHOUT THE YEAR AS PART OF THE OVERALL MANAGEMENT OF THE ORGANIZATION & THE INDIVIDUAL PROGRAMS.

FORM 990, PART VI, LINE 15A - COMPENSATION PROCESS FOR TOP OFFICIAL  
THE BOARD OF TRUSTEES REVIEWS & DETERMINES THE COMPENSATION FOR THE ORGANIZATION'S PRESIDENT BASED ON INFORMATION FROM THE U.S. OFFICE OF PERSONNEL MANAGEMENT.

FORM 990, PART VI, LINE 15B - COMPENSATION PROCESS FOR OFFICERS  
THE PRESIDENT DETERMINES THE COMPENSATION FOR THE ORGANIZATION'S EMPLOYEES BASED ON THE EMPLOYEE'S CREDENTIALS & RELEVANT COMPARABILITY DATA.

FORM 990, PART VI, LINE 19 - GOVERNING DOCUMENTS DISCLOSURE EXPLANATION  
THE ARTICLES OF INCORPORATION ARE ON FILE WITH THE FLORIDA DEPARTMENT OF STATE, DIVISION OF CORPORATIONS. THE BYLAWS & CONFLICT OF INTEREST STATEMENT ARE NOT GENERALLY AVAILABLE TO THE PUBLIC. FINANCIAL STATEMENTS ARE ON FILE WITH THE FEDERAL AUDIT CLEARINGHOUSE.

|                                                                                            |                                          |             |
|--------------------------------------------------------------------------------------------|------------------------------------------|-------------|
| Forms<br><b>990 / 990-PF</b>                                                               | <b>Mortgages and Other Notes Payable</b> | <b>2010</b> |
| For calendar year 2010, or tax year beginning <u>10/01/10</u> , and ending <u>09/30/11</u> |                                          |             |

|                                                               |                                              |
|---------------------------------------------------------------|----------------------------------------------|
| Name<br>THE INSTITUTE FOR INTERGOVERNMENTAL<br>RESEARCH, INC. | Employer Identification Number<br>59-1860916 |
|---------------------------------------------------------------|----------------------------------------------|

**FORM 990, PART X, LINE 23 - ADDITIONAL INFORMATION**

| Name of lender                   | Relationship to disqualified person |
|----------------------------------|-------------------------------------|
| (1) SUNTRUST EQUIPMENT FINANCING |                                     |
| (2) JULES & ASSOCIATES           |                                     |
| (3) SUNTRUST BANK                |                                     |
| (4)                              |                                     |
| (5)                              |                                     |
| (6)                              |                                     |
| (7)                              |                                     |
| (8)                              |                                     |
| (9)                              |                                     |
| (10)                             |                                     |

| Original amount borrowed | Date of loan | Maturity date | Repayment terms    | Interest rate |
|--------------------------|--------------|---------------|--------------------|---------------|
| (1) 118,462              | 12/01/08     | 12/01/13      | \$ 2234.60 MONTHLY | 4.844         |
| (2) 123,810              | 01/01/09     | 04/01/12      | \$ 3604.11 MONTHLY | 3.065         |
| (3) 125,000              | 08/11/10     | 02/11/13      | \$4,441.17/MONTHLY | 5.000         |
| (4)                      |              |               |                    |               |
| (5)                      |              |               |                    |               |
| (6)                      |              |               |                    |               |
| (7)                      |              |               |                    |               |
| (8)                      |              |               |                    |               |
| (9)                      |              |               |                    |               |
| (10)                     |              |               |                    |               |

| Security provided by borrower | Purpose of loan       |
|-------------------------------|-----------------------|
| (1) TELEPHONE SYSTEM          | PURCHASE OF EQUIPMENT |
| (2) SOFTWARE                  | LEASE PURCHASE        |
| (3) SOFTWARE                  | PURCHASE OF SOFTWARE  |
| (4)                           |                       |
| (5)                           |                       |
| (6)                           |                       |
| (7)                           |                       |
| (8)                           |                       |
| (9)                           |                       |
| (10)                          |                       |

| Consideration furnished by lender | Balance due at beginning of year | Balance due at end of year |
|-----------------------------------|----------------------------------|----------------------------|
| (1) CASH                          | 80,486                           | 57,053                     |
| (2) SOFTWARE                      | 63,107                           | 21,214                     |
| (3) CASH                          | 121,097                          | 72,827                     |
| (4)                               |                                  |                            |
| (5)                               |                                  |                            |
| (6)                               |                                  |                            |
| (7)                               |                                  |                            |
| (8)                               |                                  |                            |
| (9)                               |                                  |                            |
| (10)                              |                                  |                            |
| <b>Totals</b>                     | <b>264,690</b>                   | <b>151,094</b>             |