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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

**2011**

**Open to Public Inspection**

**A For the 2011 calendar year, or tax year beginning 01-01-2011 and ending 12-31-2011**

B Check if applicable
- Address change
- Name change
- Initial return
- Terminated
- Amended return
- Application pending

C Name of organization
ALLIANCE FOR EDUCATION

Doing Business As

Number and street (or P O box if mail is not delivered to street address) | Room/suite
509 OLIVE WAY NO 500

City or town, state or country, and ZIP + 4
SEATTLE, WA 981011726

**D Employer identification number**
91-1508191

**E Telephone number**
(206) 343-0449

G Gross receipts $ 5,298,712

F Name and address of principal officer
SARA MORRIS
509 OLIVE WAY NO 500
SEATTLE,WA 981011726

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)

H(c) Group exemption number ▶

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

J **Website:** ▶ WWW ALLIANCE4ED ORG

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

L Year of formation 1996

M State of legal domicile WA

## Part I Summary

**Activities & Governance**

1 Briefly describe the organization's mission or most significant activities
TO ENSURE EVERY CHILD IN SEATTLE PUBLIC SCHOOLS IS PREPARED FOR SUCCESS IN COLLEGE, CAREER AND LIFE

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 | 32 |
| 4 | Number of independent voting members of the governing body (Part VI, line 1b) | 4 | 32 |
| 5 | Total number of individuals employed in calendar year 2011 (Part V, line 2a) | 5 | 13 |
| 6 | Total number of volunteers (estimate if necessary) | 6 | 236 |
| 7a | Total unrelated business revenue from Part VIII, column (C), line 12 | 7a | 0 |
| b | Net unrelated business taxable income from Form 990-T, line 34 | 7b | 0 |

| | | | Prior Year | Current Year |
|---|---|---|---|---|
| Revenue | 8 | Contributions and grants (Part VIII, line 1h) | 6,661,212 | 4,649,233 |
| | 9 | Program service revenue (Part VIII, line 2g) | 86,405 | 77,204 |
| | 10 | Investment income (Part VIII, column (A), lines 3, 4, and 7d ) | 324,666 | 197,145 |
| | 11 | Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) | -56,372 | -129,858 |
| | 12 | Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12) | 7,015,911 | 4,793,724 |
| Expenses | 13 | Grants and similar amounts paid (Part IX, column (A), lines 1–3 ) | 3,287,497 | 2,818,045 |
| | 14 | Benefits paid to or for members (Part IX, column (A), line 4) | 0 | 0 |
| | 15 | Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10) | 1,021,061 | 953,677 |
| | 16a | Professional fundraising fees (Part IX, column (A), line 11e) | 40,654 | 35,664 |
| | b | Total fundraising expenses (Part IX, column (D), line 25) ▶311,328 | | |
| | 17 | Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e) | 2,251,839 | 893,775 |
| | 18 | Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25) | 6,601,051 | 4,701,161 |
| | 19 | Revenue less expenses Subtract line 18 from line 12 | 414,860 | 92,563 |

| | | | Beginning of Current Year | End of Year |
|---|---|---|---|---|
| Net Assets or Fund Balances | 20 | Total assets (Part X, line 16) | 13,250,177 | 12,270,406 |
| | 21 | Total liabilities (Part X, line 26) | 2,351,041 | 1,511,455 |
| | 22 | Net assets or fund balances Subtract line 21 from line 20 | 10,899,136 | 10,758,951 |

## 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**

****** | 2012-11-14
Signature of officer | Date

SARA MORRIS PRESIDENT AND CEO
Type or print name and title

**Paid Preparer's Use Only**

| | | | |
|---|---|---|---|
| Preparer's signature ▶ SARA ELIZABETH J HYRE | Date 2012-11-14 | Check if self-employed ▶ ☐ | Preparer's taxpayer identification number (see instructions) P00235495 |
| Firm's name (or yours if self-employed), address, and ZIP + 4 ▶ CLARK NUBER PS<br>10900 NE 4TH STREET SUITE 1700<br>BELLEVUE, WA 98004 | | | EIN ▶ 91-1194016<br>Phone no ▶ (425) 454-4919 |

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

**Part III** **Statement of Program Service Accomplishments**

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

1 Briefly describe the organization's mission

TO ENSURE EVERY CHILD IN SEATTLE PUBLIC SCHOOLS IS PREPARED FOR SUCCESS IN COLLEGE, CAREER AND LIFE WE PURSUE THIS MISSION BY SECURING SEED CAPITAL FOR INNOVATIONS IN LEARNING AND BY FOSTERING CITY-WIDE SUPPORT FOR EXCELLENCE IN SCHOOLS

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

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

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

If "Yes," describe these changes on Schedule O

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses Section 501(c)(3) and 501(c)(4) organizations 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 $ 2,172,509 including grants of $ 1,718,427 ) (Revenue $ )

THE ALLIANCE FOR EDUCATION SUPPORTS SEATTLE PUBLIC SCHOOLS (SPS) THROUGH COMMUNITY ENGAGEMENT AND POLICY EFFORTS AND BY RAISING FUNDS AND MAKING SUSTAINABLE, SYSTEMIC INVESTMENTS TO IMPROVE OUTCOMES FOR ALL STUDENTS SINCE 2008, A PRIMARY FOCUS OF OUR PARTNERSHIP WITH SPS HAS BEEN A 5-YEAR DISTRICT STRATEGIC PLAN, EXCELLENCE FOR ALL WE CONTRIBUTED TO PLAN DEVELOPMENT AND IMPLEMENTATION BY HELPING SPS LEVERAGE FUNDING TO UPDATE THE INFRASTRUCTURE AND ROLL-OUT THE NEW SYSTEMS AND TOOLS THAT ARE NEEDED TO REACH STUDENT ACHIEVEMENT GOALS THESE TOOLS AND SYSTEMS HAVE CONTRIBUTED TO THE FOLLOWING RESULTS - A CONTINUED INCREASE IN THE PERCENTAGE OF SCHOOLS AT THE TWO HIGHEST LEVELS OF THE 5-LEVEL ACHIEVEMENT MATRIX FROM A 2009 BASELINE OF 31% TO 44% IN 2011, WHILE THE NUMBER OF SCHOOLS AT THE TWO LOWEST LEVELS DECLINED BY HALF FROM 41% TO 20% - AN INCREASE IN THE PERCENTAGE OF SEATTLE STUDENTS ACHIEVING PROFICIENCY INCREASED IN NEARLY EVERY SUBJECT ON THE ANNUAL STATEWIDE ASSESSMENT OF STUDENT LEARNING, IN NEARLY ALL CASES SPS EXCEEDS THE STATE AVERAGE IN ADDITION TO OUR CLOSE WORK WITH SPS ON STRATEGIC PLAN IMPLEMENTATION, WE OPERATE OUR OWN DISTINCT PROGRAMS CONSISTENT WITH OUR THREE CORE PRIORITIES ACADEMIC RIGOR, EFFECTIVE TEACHING, AND LEADERSHIP DEVELOPMENT OUR ACCOMPLISHMENTS INCLUDE - SEATTLE COLLEGE ACCESS NETWORK FACILITATED A COLLABORATIVE PLAN OF 40 INDEPENDENT COLLEGE ACCESS PROVIDERS TO INCREASE POST-SECONDARY ENROLLMENT OF LOW INCOME AND STUDENTS OF COLOR IN THE 2011-12 SCHOOL YEAR, THE NETWORK ENROLLED 92% OF ELIGIBLE 8TH GRADERS IN THE STATES COLLEGE BOUND SCHOLARSHIP PROGRAM - OUR SCHOOLS COALITION ENGAGED AND LED 30+ DIVERSE ORGANIZATIONS AND INDIVIDUALS TO SUCCESSFULLY ADVOCATE FOR EXPANDED ACCESS TO PROFESSIONAL ADVANCEMENT OPPORTUNITIES FOR EDUCATORS AND FOR TEACHER EVALUATIONS THAT REFERENCE STUDENTS ACADEMIC GROWTH WE CONTINUE TO WORK WITH SPS ON CONTRACT IMPLEMENTATION CHALLENGES AND IMPROVEMENTS - INTENSIVE SCHOOLS PARTNERSHIP PROJECT ASSISTED SPS WITH THE DEVELOPMENT OF A NEW PARTNERSHIP FRAMEWORK TO IMPROVE THE COORDINATION AND QUALITY OF SCHOOL-BASED SUPPORT SERVICES TO STUDENTS IN NEED WE PARTICIPATED IN THE LAUNCH OF THE PILOT PROJECT AT THREE SITES THE PROJECT WILL STRENGTHEN COORDINATION, ALIGNMENT, AND EVALUATION OF SCHOOL-BASED SERVICES CONSISTENT WITH THE UNIQUE GOALS OF EACH SCHOOL - SCHOOL BOARD LEADERSHIP DEVELOPMENT COORDINATED PROFESSIONAL RETREATS AND TRAININGS TO HELP SCHOOL BOARD MEMBERS MANAGE THEIR COMPLEX ELECTED POSITIONS HELPED THE BOARD CONDUCT AN AUDIT OF DISTRICT POLICIES, DEVELOP A CONSISTENT POLICY-MAKING PROTOCOL, ESTABLISH ACCOUNTABILITY NORMS AND CLARIFY ROLE/RESPONSIBILITY DISTINCTIONS BETWEEN BOARD AND SUPERINTENDENT, AND ORIENT NEWLY ELECTED DIRECTORS TO THEIR COMPLEX JOBS ORGANIZED QUARTERLY RETREATS FACILITATED BY NATIONAL EXPERTS IN THE FIELD OF SCHOOL BOARD GOVERNANCE AND REINFORCED A BEST PRACTICES PERSPECTIVE IN POLICY MAKING - TEACHER RESIDENCY PROJECT (STR) DEVELOPED A PARTNERSHIP WITH SPS AND THE UNIVERSITY OF WASHINGTON TO BUILD A TEACHER RESIDENCY PROGRAM -- AN INNOVATIVE HIGH IMPACT APPROACH TO BUILDING A PIPELINE OF NEW TEACHERS WHO ARE INTENSIVELY TRAINED FOR PLACEMENT IN HIGH-NEEDS SCHOOLS PROGRAM DESIGN INCLUDING CURRICULUM DEVELOPMENT AND CANDIDATE QUALIFICATION/ACCEPTANCE CRITERIA WILL BEGIN IN 2012 THE PARTNERS PLAN TO BE READY TO RECRUIT THE FIRST COHORT OF 25 RESIDENTS AND 25 MENTORS BY SUMMER OF 2013

**4b** (Code ) (Expenses $ 1,526,113 including grants of $ 1,099,618 ) (Revenue $ 77,204 )

AFFILIATED SCHOOL ACTIVITIES-THE ALLIANCE FOR EDUCATION PROVIDED NO-COST FISCAL ADMINISTRATION TO OVER 200 GROUPS SUPPORTING NEIGHBORHOOD SCHOOLS AND THEIR PROGRAMS THESE GROUPS INCLUDE PTAS AND PROGRAMS IN ACADEMICS, THE ARTS, LANGUAGES, PUBLIC SERVICE, TECHNOLOGY, SPORTS AND OTHER ENRICHMENT AREAS IN 2011, THE ALLIANCE PROCESSED AND ACKNOWLEDGED MORE THAN 6,000 DONATIONS ON BEHALF OF THESE GRASS ROOTS GROUPS, AND DISBURSED OVER $1 8 MILLION FOR INSTRUCTIONAL SUPPORT, SCHOLARSHIPS, AWARDS, MATERIALS, TRAININGS, EXTRACURRICULAR PROGRAMS AND OTHER SCHOOL-RELATED ACTIVITIES

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

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

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

**4e** **Total program service expenses** ▶$ 3,698,622

## Part IV Checklist of Required Schedules

| | | | Yes | No |
|---|---|---|---|---|
| 1 | Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? *If "Yes," complete Schedule A* | 1 | Yes | |
| 2 | Is the organization required to complete *Schedule B, Schedule of Contributors* (see instructions)? | 2 | Yes | |
| 3 | Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? *If "Yes," complete Schedule C, Part I* | 3 | | No |
| 4 | **Section 501(c)(3) organizations.** Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? *If "Yes," complete Schedule C, Part II* | 4 | | No |
| 5 | Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? *If "Yes," complete Schedule C, Part III* | 5 | | No |
| 6 | Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? *If "Yes," complete Schedule D, Part I* | 6 | Yes | |
| 7 | Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas or historic structures? *If "Yes," complete Schedule D, Part II* | 7 | | No |
| 8 | Did the organization maintain collections of works of art, historical treasures, or other similar assets? *If "Yes," complete Schedule D, Part III* | 8 | | No |
| 9 | Did the organization report an amount in Part X, line 21, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? *If "Yes," complete Schedule D, Part IV* | 9 | | No |
| 10 | Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? *If "Yes," complete Schedule D, Part V* | 10 | Yes | |
| 11 | If the organization's answer to any of the following questions is 'Yes,' then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable | | | |
| a | Did the organization report an amount for land, buildings, and equipment in Part X, line10? *If "Yes," complete Schedule D, Part VI.* | 11a | Yes | |
| b | Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VII.* | 11b | | No |
| c | Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VIII.* | 11c | | No |
| d | Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part IX.* | 11d | | No |
| e | Did the organization report an amount for other liabilities in Part X, line 25? *If "Yes," complete Schedule D, Part X.* | 11e | Yes | |
| f | Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? *If "Yes," complete Schedule D, Part X.* | 11f | | No |
| 12a | Did the organization obtain separate, independent audited financial statements for the tax year? *If "Yes," complete Schedule D, Parts XI, XII, and XIII* | 12a | Yes | |
| 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* | 12b | | No |
| 13 | Is the organization a school described in section 170(b)(1)(A)(ii)? *If "Yes," complete Schedule E* | 13 | | No |
| 14a | Did the organization maintain an office, employees, or agents outside of the United States? | 14a | | No |
| b | Did the organization have aggregate revenues or expenses of more than $10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at $100,000 or more? *If "Yes," complete Schedule F, Part I* | 14b | | No |
| 15 | Did the organization report on Part IX, column (A), line 3, more than $5,000 of grants or assistance to any organization or entity located outside the U S ? *If "Yes," complete Schedule F, Part II and IV* | 15 | | No |
| 16 | Did the organization report on Part IX, column (A), line 3, more than $5,000 of aggregate grants or assistance to individuals located outside the U S ? *If "Yes," complete Schedule F, Part III and IV* | 16 | | No |
| 17 | Did the organization report a total of more than $15,000, of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? *If "Yes," complete Schedule G, Part I* | 17 | Yes | |
| 18 | Did the organization report more than $15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? *If "Yes," complete Schedule G, Part II* | 18 | Yes | |
| 19 | Did the organization report more than $15,000 of gross income from gaming activities on Part VIII, line 9a? *If "Yes," complete Schedule G, Part III* | 19 | | No |
| 20a | Did the organization operate one or more hospitals? *If "Yes," complete Schedule H* | 20a | | No |
| b | If "Yes" to line 20a, did the organization attach its audited financial statement to this return? **Note.** All Form 990 filers that operated one or more hospitals must attach audited financial statements | 20b | | |

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

| | | | | |
|---|---|---|---|---|
| 21 | 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* | 21 | Yes | |
| 22 | 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* | 22 | Yes | |
| 23 | Did the organization answer "Yes" to Part VII, Section A, questions 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? *If "Yes," complete Schedule J* | 23 | Yes | |
| 24a | Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than $100,000 as of the last day of the year, that was issued after December 31, 2002? *If "Yes," answer questions 24b–24d and complete Schedule K. If "No," go to line 25* | 24a | | No |
| b | Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? | 24b | | |
| c | Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? | 24c | | |
| d | Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? | 24d | | |
| 25a | **Section 501(c)(3) and 501(c)(4) organizations.** Did the organization engage in an excess benefit transaction with a disqualified person during the year? *If "Yes," complete Schedule L, Part I* | 25a | | No |
| b | Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? *If "Yes," complete Schedule L, Part I* | 25b | | No |
| 26 | 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* | 26 | | No |
| 27 | 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* | 27 | | No |
| 28 | 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) | | | |
| a | A current or former officer, director, trustee, or key employee? *If "Yes," complete Schedule L, Part IV* | 28a | | No |
| b | A family member of a current or former officer, director, trustee, or key employee? *If "Yes," complete Schedule L, Part IV* | 28b | | No |
| c | 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 owner? *If "Yes," complete Schedule L, Part IV* | 28c | | No |
| 29 | Did the organization receive more than $25,000 in non-cash contributions? *If "Yes," complete Schedule M* | 29 | Yes | |
| 30 | Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? *If "Yes," complete Schedule M* | 30 | | No |
| 31 | Did the organization liquidate, terminate, or dissolve and cease operations? *If "Yes," complete Schedule N, Part I* | 31 | | No |
| 32 | Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? *If "Yes," complete Schedule N, Part II* | 32 | | No |
| 33 | Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301 7701-2 and 301 7701-3? *If "Yes," complete Schedule R, Part I* | 33 | | No |
| 34 | Was the organization related to any tax-exempt or taxable entity? *If "Yes," complete Schedule R, Parts II, III, IV, and V, line 1* | 34 | | No |
| 35a | Is any related organization a controlled entity of the filing organization within the meaning of section 512(b)(13)? | 35a | | No |
| 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* | 35b | | No |
| 36 | **Section 501(c)(3) organizations.** Did the organization make any transfers to an exempt non-charitable related organization? *If "Yes," complete Schedule R, Part V, line 2* | 36 | | No |
| 37 | Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? *If "Yes," complete Schedule R, Part VI* | 37 | | No |
| 38 | Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11 and 19? **Note.** All Form 990 filers are required to complete Schedule O | 38 | Yes | |

**Part V Statements Regarding Other IRS Filings and Tax Compliance**

Check if Schedule O contains a response to any question in this Part V . . . . . . . . . . . . ☐

| | | | | | Yes | No |
|---|---|---|---|---|---|---|
| 1a | Enter the number reported in Box 3 of Form 1096 Enter -0- if not applicable . . . . . . . | 1a | 54 | | | |
| b | Enter the number of Forms W-2G included in line 1a *Enter -0-* if not applicable | 1b | 0 | | | |
| c | Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? . . . . . | | | 1c | Yes | |
| 2a | Enter the number of employees reported on Form W-3, *Transmittal of Wage and Tax Statements* filed for the calendar year ending with or within the year covered by this return . . . . . | 2a | 13 | | | |
| b | If at least one is reported on line 2a, did the organization file all required federal employment tax returns? | | | 2b | Yes | |
| | **Note.** If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions) | | | | | |
| 3a | Did the organization have unrelated business gross income of $1,000 or more during the year? . . . . . | | | 3a | | No |
| b | If "Yes," has it filed a Form 990-T for this year? *If "No," provide an explanation in Schedule O* . . . . . | | | 3b | | |
| 4a | At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account or securities account)? . . . . . | | | 4a | | No |
| 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 | | | | | |
| 5a | Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? . . | | | 5a | | No |
| b | Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction? | | | 5b | | No |
| c | If "Yes" to line 5a or 5b, did the organization file Form 8886-T? . . . . . | | | 5c | | |
| 6a | Does the organization have annual gross receipts that are normally greater than $100,000, and did the organization solicit any contributions that were not tax deductible? . . . . . | | | 6a | | No |
| b | If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible? . . . . . | | | 6b | | |
| 7 | **Organizations that may receive deductible contributions under section 170(c).** | | | | | |
| a | Did the organization receive a payment in excess of $75 made partly as a contribution and partly for goods and services provided to the payor? . . . . . | | | 7a | Yes | |
| b | If "Yes," did the organization notify the donor of the value of the goods or services provided? . . . . . | | | 7b | Yes | |
| c | Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282? . . . . . | | | 7c | | No |
| d | If "Yes," indicate the number of Forms 8282 filed during the year . . . . | 7d | | | | |
| e | Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? . . . . . | | | 7e | | No |
| f | Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? . . | | | 7f | | No |
| g | If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required? . . . . . | | | 7g | | |
| h | If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C? . . . . . | | | 7h | | |
| 8 | **Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations.** Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year? . . . . . | | | 8 | | |
| 9 | **Sponsoring organizations maintaining donor advised funds.** | | | | | |
| a | Did the organization make any taxable distributions under section 4966? . . . . . | | | 9a | | |
| b | Did the organization make a distribution to a donor, donor advisor, or related person? . . . . . | | | 9b | | |
| 10 | **Section 501(c)(7) organizations.** Enter | | | | | |
| a | Initiation fees and capital contributions included on Part VIII, line 12 . . . | 10a | | | | |
| b | Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities | 10b | | | | |
| 11 | **Section 501(c)(12) organizations.** Enter | | | | | |
| a | Gross income from members or shareholders . . . . . | 11a | | | | |
| b | Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them ) . . . . . | 11b | | | | |
| 12a | **Section 4947(a)(1) non-exempt charitable trusts.** Is the organization filing Form 990 in lieu of Form 1041? | | | 12a | | |
| b | If "Yes," enter the amount of tax-exempt interest received or accrued during the year | 12b | | | | |
| 13 | **Section 501(c)(29) qualified nonprofit health insurance issuers.** | | | | | |
| a | Is the organization licensed to issue qualified health plans in more than one state?<br>**Note.** All 501(c)(29) organizations must list in Schedule O each state in which they are licensed to issue qualified health plans, the amount of reserves required by each state, and the amount of reserves the organization allocated to each state | | | 13a | | |
| b | Enter the aggregate amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans | 13b | | | | |
| c | Enter the aggregate amount of reserves on hand | 13c | | | | |
| 14a | Did the organization receive any payments for indoor tanning services during the tax year? . . . . . | | | 14a | | No |
| b | If "Yes," has it filed a Form 720 to report these payments? *If "No," provide an explanation in Schedule O* . . | | | 14b | | |

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

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

## Section A. Governing Body and Management

| | | | | Yes | No |
|---|---|---|---|---|---|
| 1a | Enter the number of voting members of the governing body at the end of the tax year . . . . . . . . . . . . . . . . 1a 32 | | | | |
| b | Enter the number of voting members included in line 1a, above, who are independent . . . . . . . . . . . . . . . . . . . . . 1b 32 | | | | |
| 2 | Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? | | 2 | | No |
| 3 | Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person? | | 3 | | No |
| 4 | Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? | | 4 | Yes | |
| 5 | Did the organization become aware during the year of a significant diversion of the organization's assets? | | 5 | | No |
| 6 | Did the organization have members or stockholders? | | 6 | | No |
| 7a | Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? | | 7a | | No |
| b | Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? | | 7b | | No |
| 8 | Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following | | | | |
| a | The governing body? | | 8a | Yes | |
| b | Each committee with authority to act on behalf of the governing body? | | 8b | Yes | |
| 9 | Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O | | 9 | | No |

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

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

## Section C. Disclosure

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

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

☑ Own website ☐ Another's website ☑ Upon request

19 Describe in Schedule O whether (and if so, how), the organization made its governing documents, conflict of interest policy, and financial statements available to the public See Additional Data Table

20 State the name, physical address, and telephone number of the person who possesses the books and records of the organization ▶

AMY WARD CFO
509 OLIVE WAY NO 500
SEATTLE, WA 981011726
(206) 343-0449

**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, and **current** key employees 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, or highest compensated employees who received more than $100,000 of reportable compensation from the organization and any related organizations
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than $10,000 of reportable compensation from the organization and any related organizations

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 or former officer, director, or trustee

| (A) Name and Title | (B) Average hours per week (describe hours for related organizations in Schedule O) | (C) Position (do not check more than one box, unless person is both an officer and a director/trustee) Individual trustee or director | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former | (D) Reportable compensation from the organization (W-2/1099-MISC) | (E) Reportable compensation from related organizations (W- 2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|---|---|---|---|---|---|---|---|---|---|---|
| See Additional Data Table | | | | | | | | | | |
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**Part VII** **Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** (continued)

| (A) Name and Title | (B) Average hours per week (describe hours for related organizations in Schedule O) | (C) Position (do not check more than one box, unless person is both an officer and a director/trustee): Individual trustee or director | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former | (D) Reportable compensation from the organization (W-2/1099-MISC) | (E) Reportable compensation from related organizations (W- 2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|---|---|---|---|---|---|---|---|---|---|---|
| See Additional Data Table | | | | | | | | | | |

| | | | (D) | (E) | (F) |
|---|---|---|---|---|---|
| **1b** | **Sub-Total** . . . . . . . . . . . . . . . . . | ▶ | | | |
| **c** | **Total from continuation sheets to Part VII, Section A** . . . . | ▶ | | | |
| **d** | **Total (add lines 1b and 1c)** . . . . . . . . . . . . . | ▶ | 249,727 | 0 | 20,638 |

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

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

## Section B. Independent Contractors

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

| (A) Name and business address | (B) Description of services | (C) Compensation |
|---|---|---|
| | | |
| | | |
| | | |
| | | |
| | | |

**2** Total number of independent contractors (including but not limited to those listed above) who received more than $100,000 of compensation from the organization ▶0

**Part VIII Statement of Revenue**

| | | | | (A) Total revenue | (B) Related or exempt function revenue | (C) Unrelated business revenue | (D) Revenue excluded from tax under sections 512, 513, or 514 |
|---|---|---|---|---|---|---|---|
| Contributions, gifts, grants and other similar amounts | 1a | Federated campaigns . . 1a | 1,960 | | | | |
| | b | Membership dues . . . . 1b | | | | | |
| | c | Fundraising events . . . . 1c | 510,217 | | | | |
| | d | Related organizations . . . 1d | | | | | |
| | e | Government grants (contributions) 1e | 3,445 | | | | |
| | f | All other contributions, gifts, grants, and similar amounts not included above 1f | 4,133,611 | | | | |
| | g | Noncash contributions included in lines 1a-1f $ 108,081 | | | | | |
| | h | **Total.** Add lines 1a-1f . . . . . . . ▶ | | 4,649,233 | | | |
| Program Service Revenue | | | Business Code | | | | |
| | 2a | ADMINISTRATIVE FEES | 611710 | 77,204 | 77,204 | | |
| | b | | | | | | |
| | c | | | | | | |
| | d | | | | | | |
| | e | | | | | | |
| | f | All other program service revenue | | | | | |
| | g | **Total.** Add lines 2a–2f . . . . . . . . ▶ | | 77,204 | | | |
| Other Revenue | 3 | Investment income (including dividends, interest and other similar amounts) . . . . . ▶ | | 178,699 | | | 178,699 |
| | 4 | Income from investment of tax-exempt bond proceeds . . ▶ | | | | | |
| | 5 | Royalties . . . . . . . . . . . . . ▶ | | | | | |
| | | | (i) Real / (ii) Personal | | | | |
| | 6a | Gross rents | | | | | |
| | b | Less rental expenses | | | | | |
| | c | Rental income or (loss) | | | | | |
| | d | Net rental income or (loss) . . . . . . . ▶ | | | | | |
| | | | (i) Securities / (ii) Other | | | | |
| | 7a | Gross amount from sales of assets other than inventory | (i) 262,170 | | | | |
| | b | Less cost or other basis and sales expenses | (i) 243,724 | | | | |
| | c | Gain or (loss) | (i) 18,446 | | | | |
| | d | Net gain or (loss) . . . . . . . . . . ▶ | | 18,446 | | | 18,446 |
| | 8a | Gross income from fundraising events (not including $ 510,217 of contributions reported on line 1c) See Part IV, line 18 . . . a | 121,129 | | | | |
| | b | Less direct expenses . . . b | 259,764 | | | | |
| | c | Net income or (loss) from fundraising events . . ▶ | | -138,635 | | | -138,635 |
| | 9a | Gross income from gaming activities See Part IV, line 19 . . . a | 10,125 | | | | |
| | b | Less direct expenses . . . b | 1,500 | | | | |
| | c | Net income or (loss) from gaming activities . . . ▶ | | 8,625 | | | 8,625 |
| | 10a | Gross sales of inventory, less returns and allowances . a | | | | | |
| | b | Less cost of goods sold . . b | | | | | |
| | c | Net income or (loss) from sales of inventory . . ▶ | | | | | |
| | | Miscellaneous Revenue | Business Code | | | | |
| | 11a | MISCELLANEOUS | 900099 | 152 | | | 152 |
| | b | | | | | | |
| | c | | | | | | |
| | d | All other revenue . . . . | | | | | |
| | e | **Total.** Add lines 11a–11d . . . . . . ▶ | | 152 | | | |
| | 12 | **Total revenue.** See Instructions . . . ▶ | | 4,793,724 | 77,204 | 0 | 67,287 |

**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)

Check if Schedule O contains a response to any question in this Part IX . . . . . . . . . . . ☐

| Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII. | (A) Total expenses | (B) Program service expenses | (C) Management and general expenses | (D) Fundraising expenses |
|---|---|---|---|---|
| 1 Grants and other assistance to governments and organizations in the United States See Part IV, line 21 | 2,789,295 | 2,789,295 | | |
| 2 Grants and other assistance to individuals in the United States See Part IV, line 22 | 28,750 | 28,750 | | |
| 3 Grants and other assistance to governments, organizations, and individuals outside the United States See Part IV, lines 15 and 16 | | | | |
| 4 Benefits paid to or for members | | | | |
| 5 Compensation of current officers, directors, trustees, and key employees . . . . | 270,365 | 85,387 | 122,929 | 62,049 |
| 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 | 512,896 | 161,376 | 235,228 | 116,292 |
| 8 Pension plan contributions (include section 401(k) and section 403(b) employer contributions) . . . . | 27,682 | 9,119 | 11,271 | 7,292 |
| 9 Other employee benefits . . . . . . . . | 69,140 | 22,776 | 28,150 | 18,214 |
| 10 Payroll taxes . . . . . . . . . . . . | 73,594 | 23,250 | 33,755 | 16,589 |
| 11 Fees for services (non-employees) | | | | |
| a Management . . . . . . . | | | | |
| b Legal . . . . . . . . . | | | | |
| c Accounting . . . . . . . . . . . | | | | |
| d Lobbying . . . . . . . . . . . . | | | | |
| e Professional fundraising *See Part IV, line 17* . . | 35,664 | | | 35,664 |
| f Investment management fees . . . . . . . | 61,033 | | 61,033 | |
| g Other . . . . . . . . . . . | 377,475 | 292,878 | 74,020 | 10,577 |
| 12 Advertising and promotion . . . . | | | | |
| 13 Office expenses . . . . . . . . | 105,416 | 70,093 | 25,068 | 10,255 |
| 14 Information technology . . . . . . | | | | |
| 15 Royalties . . | | | | |
| 16 Occupancy . . . . . . . . . . . . | 98,387 | 29,716 | 44,647 | 24,024 |
| 17 Travel . . . . . . . . . . . . . . | 62,983 | 59,023 | 3,208 | 752 |
| 18 Payments of travel or entertainment expenses for any federal, state, or local public officials . . . . . . | | | | |
| 19 Conferences, conventions, and meetings . . . . | 111,819 | 104,790 | 5,695 | 1,334 |
| 20 Interest . . . . . . . . . . . . | 495 | 183 | 223 | 89 |
| 21 Payments to affiliates . . . . . . . | | | | |
| 22 Depreciation, depletion, and amortization . . . . . | 6,168 | 1,312 | 3,822 | 1,034 |
| 23 Insurance . . . . . . . . . . . . . . . | 5,583 | 2,067 | 2,515 | 1,001 |
| 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 BUSINESS EXCISE TAXES | 25,502 | 9,442 | 11,488 | 4,572 |
| b PAYROLL ADMIN FEES | 15,197 | | 15,197 | |
| c IN KIND GOODS EXPENSE | 14,849 | 5,877 | 8,972 | |
| d MISCELLANEOUS | 8,868 | 3,288 | 3,990 | 1,590 |
| e | | | | |
| f All other expenses | | | | |
| 25 **Total functional expenses.** Add lines 1 through 24f | 4,701,161 | 3,698,622 | 691,211 | 311,328 |
| 26 **Joint costs.** Check here ▶ ☐ 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) Beginning of year | | (B) End of year |
|---|---|---|---|---|---|---|
| Assets | 1 | Cash—non-interest-bearing | | 181,451 | 1 | 876,964 |
| | 2 | Savings and temporary cash investments | | 5,797,580 | 2 | 1,962,661 |
| | 3 | Pledges and grants receivable, net | | 281,829 | 3 | 1,254,652 |
| | 4 | Accounts receivable, net | | 8,781 | 4 | 18,414 |
| | 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)) and persons described in section 4958(c)(3)(B) Complete Part II of Schedule L | | | 6 | |
| | 7 | Notes and loans receivable, net | | | 7 | |
| | 8 | Inventories for sale or use | | | 8 | |
| | 9 | Prepaid expenses and deferred charges | | 9,344 | 9 | 16,559 |
| | 10a | Land, buildings, and equipment cost or other basis *Complete Part VI of Schedule D* | 10a 139,779 | | | |
| | b | Less accumulated depreciation | 10b 82,462 | 31,350 | 10c | 57,317 |
| | 11 | Investments—publicly traded securities | | 6,917,350 | 11 | 8,065,857 |
| | 12 | Investments—other securities See Part IV, line 11 | | 4,510 | 12 | 0 |
| | 13 | Investments—program-related See Part IV, line 11 | | | 13 | |
| | 14 | Intangible assets | | | 14 | |
| | 15 | Other assets See Part IV, line 11 | | 17,982 | 15 | 17,982 |
| | 16 | **Total assets.** Add lines 1 through 15 (must equal line 34) | | 13,250,177 | 16 | 12,270,406 |
| Liabilities | 17 | Accounts payable and accrued expenses | | 85,599 | 17 | 64,796 |
| | 18 | Grants payable | | 2,265,442 | 18 | 1,415,904 |
| | 19 | Deferred revenue | | | 19 | |
| | 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 | | | 23 | |
| | 24 | Unsecured notes and loans payable to unrelated third parties | | | 24 | |
| | 25 | Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24) Complete Part X of Schedule D | | 0 | 25 | 30,755 |
| | 26 | **Total liabilities.** Add lines 17 through 25 | | 2,351,041 | 26 | 1,511,455 |
| Net Assets or Fund Balances | | **Organizations that follow SFAS 117, check here ▶ ☑ and complete lines 27 through 29, and lines 33 and 34.** | | | | |
| | 27 | Unrestricted net assets | | 428,815 | 27 | 539,349 |
| | 28 | Temporarily restricted net assets | | 10,313,494 | 28 | 10,062,775 |
| | 29 | Permanently restricted net assets | | 156,827 | 29 | 156,827 |
| | | **Organizations that do not follow SFAS 117, check here ▶ ☐ and complete lines 30 through 34.** | | | | |
| | 30 | Capital stock or trust principal, or current funds | | | 30 | |
| | 31 | Paid-in or capital surplus, or land, building or equipment fund | | | 31 | |
| | 32 | Retained earnings, endowment, accumulated income, or other funds | | | 32 | |
| | 33 | Total net assets or fund balances | | 10,899,136 | 33 | 10,758,951 |
| | 34 | Total liabilities and net assets/fund balances | | 13,250,177 | 34 | 12,270,406 |

## Part XI Reconcilliation of Net Assets

Check if Schedule O contains a response to any question in this Part XI . . . . . . . . . . ☑

| | | | |
|---|---|---|---|
| 1 | Total revenue (must equal Part VIII, column (A), line 12) . . . | 1 | 4,793,724 |
| 2 | Total expenses (must equal Part IX, column (A), line 25) . . . . . | 2 | 4,701,161 |
| 3 | Revenue less expenses Subtract line 2 from line 1 . . . . | 3 | 92,563 |
| 4 | Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A)) . . | 4 | 10,899,136 |
| 5 | Other changes in net assets or fund balances (explain in Schedule O) . . . . | 5 | -232,748 |
| 6 | Net assets or fund balances at end of year Combine lines 3, 4, and 5 (must equal Part X, line 33, column (B)) . . . . . . | 6 | 10,758,951 |

## Part XII Financial Statements and Reporting

Check if Schedule O contains a response to any question in this Part XII . . . . . . . . . . ☐

| | | | Yes | No |
|---|---|---|---|---|
| 1 | Accounting method used to prepare the Form 990 ☐ Cash ☑ Accrual ☐ Other ____________ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O | | | |
| 2a | Were the organization's financial statements compiled or reviewed by an independent accountant? . . | 2a | | No |
| b | Were the organization's financial statements audited by an independent accountant? . . . . . . . . . . | 2b | Yes | |
| c | If "Yes," to 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 . . . . . . . . . . . . . . . . . . . . . . . . . . . | 2c | Yes | |
| 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 separated 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? . . . . . . . . . . . . . . . . | 3a | | No |
| b | If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits . . | 3b | | |

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

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

2011

**Open to Public Inspection**

Name of the organization
ALLIANCE FOR EDUCATION

**Employer identification number**

91-1508191

## 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 **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?

| | | Yes | No |
|---|---|---|---|
| **(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 the supported organization? | **11g(i)** | | |
| **(ii)** a family member of a person described in (i) above? | **11g(ii)** | | |
| **(iii)** a 35% controlled entity of a person described in (i) or (ii) above? | **11g(iii)** | | |

**h** Provide the following information about the supported organization(s)

| **(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** | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| **Total** | | | | | | | | | |

**Part II** **Support Schedule for Organizations Described in IRC 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) 2007 | (b) 2008 | (c) 2009 | (d) 2010 | (e) 2011 | (f) Total |
|---|---|---|---|---|---|---|
| 1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants ") | 5,184,846 | 7,574,427 | 8,368,910 | 6,661,212 | 4,649,233 | 32,438,628 |
| 2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf | | | | | | |
| 3 The value of services or facilities furnished by a governmental unit to the organization without charge | | | | | | |
| 4 **Total.** Add lines 1 through 3 | 5,184,846 | 7,574,427 | 8,368,910 | 6,661,212 | 4,649,233 | 32,438,628 |
| 5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) | | | | | | 12,247,677 |
| 6 **Public Support.** Subtract line 5 from line 4 | | | | | | 20,190,951 |

## Section B. Total Support

| Calendar year (or fiscal year beginning in) | (a) 2007 | (b) 2008 | (c) 2009 | (d) 2010 | (e) 2011 | (f) Total |
|---|---|---|---|---|---|---|
| 7 Amounts from line 4 | 5,184,846 | 7,574,427 | 8,368,910 | 6,661,212 | 4,649,233 | 32,438,628 |
| 8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources | 431,845 | 368,072 | 216,928 | 187,690 | 178,699 | 1,383,234 |
| 9 Net income from unrelated business activities, whether or not the business is regularly carried on | | | 3,805 | | | 3,805 |
| 10 Other income (Explain in Part IV ) Do not include gain or loss from the sale of capital assets | 4,882 | 1,370 | | | | 6,252 |
| 11 **Total support** (Add lines 7 through 10) | | | | | | 33,831,919 |

12 Gross receipts from related activities, etc (See instructions ) **12** 462,524

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

## Section C. Computation of Public Support Percentage

14 Public Support Percentage for 2011 (line 6 column (f) divided by line 11 column (f)) **14** 59 680 %

15 Public Support Percentage for 2010 Schedule A, Part II, line 14 **15** 63 490 %

16a **33 1/3% support test—2011.** If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ☑

b **33 1/3% support test—2010.** If the organization did not check the box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ☐

17a **10%-facts-and-circumstances test—2011.** If the organization did not check a box on line 13, 16a, or 16b and line 14 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and **stop here.** Explain in Part IV how the organization meets the "facts and circumstances" test The organization qualifies as a publicly supported organization ☐

b **10%-facts-and-circumstances test—2010.** If the organization did not check a box on line 13, 16a, 16b, or 17a and line 15 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and **stop here.** Explain in Part IV how the organization meets the "facts and circumstances" test The organization qualifies as a publicly supported organization ☐

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

**Part III** **Support Schedule for Organizations Described in IRC 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) 2007 | (b) 2008 | (c) 2009 | (d) 2010 | (e) 2011 | (f) Total |
|---|---|---|---|---|---|---|
| 1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants ") | | | | | | |
| 2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose | | | | | | |
| 3 Gross receipts from activities that are not an unrelated trade or business under section 513 | | | | | | |
| 4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf | | | | | | |
| 5 The value of services or facilities furnished by a governmental unit to the organization without charge | | | | | | |
| 6 **Total.** Add lines 1 through 5 | | | | | | |
| 7a Amounts included on lines 1, 2, and 3 received from disqualified persons | | | | | | |
| b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of $5,000 or 1% of the amount on line 13 for the year | | | | | | |
| c Add lines 7a and 7b | | | | | | |
| 8 **Public Support** (Subtract line 7c from line 6 ) | | | | | | |

## Section B. Total Support

| Calendar year (or fiscal year beginning in) | (a) 2007 | (b) 2008 | (c) 2009 | (d) 2010 | (e) 2011 | (f) Total |
|---|---|---|---|---|---|---|
| 9 Amounts from line 6 | | | | | | |
| 10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources | | | | | | |
| b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975 | | | | | | |
| c Add lines 10a and 10b | | | | | | |
| 11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on | | | | | | |
| 12 Other income Do not include gain or loss from the sale of capital assets (Explain in Part IV ) | | | | | | |
| 13 **Total support** (Add lines 9, 10c, 11 and 12 ) | | | | | | |

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

## Section C. Computation of Public Support Percentage

| | | |
|---|---|---|
| 15 Public Support Percentage for 2011 (line 8 column (f) divided by line 13 column (f)) | 15 | |
| 16 Public support percentage from 2010 Schedule A, Part III, line 15 | 16 | |

## Section D. Computation of Investment Income Percentage

| | | |
|---|---|---|
| 17 Investment income percentage for **2011** (line 10c column (f) divided by line 13 column (f)) | 17 | |
| 18 Investment income percentage from **2010** Schedule A, Part III, line 17 | 18 | |

19a **33 1/3% support tests—2011.** 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—2010.** 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.** Supplemental Information. Complete this part to provide the explanation required by Part II, line 10; Part II, line 17a or 17b; or Part III, line 12. Also complete this part for any additional information. (See instructions).

| Facts And Circumstances Test |
| --- |
| |

| Explanation |
| --- |
| |
| |
| |
| |

# 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, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b
▶ Attach to Form 990. ▶ See separate instructions.

OMB No 1545-0047

2011

**Open to Public Inspection**

**Name of the organization**
ALLIANCE FOR EDUCATION

**Employer identification number**
91-1508191

**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 | | 6 |
| 2 | Aggregate contributions to (during year) | | 455,000 |
| 3 | Aggregate grants from (during year) | | 409,488 |
| 4 | Aggregate value at end of year | | 550,409 |

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

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

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

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

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

| | | | Held at the End of the Year |
|---|---|---|---|
| a | Total number of conservation easements | 2a | |
| b | Total acreage restricted by conservation easements | 2b | |
| c | Number of conservation easements on a certified historic structure included in (a) | 2c | |
| d | Number of conservation easements included in (c) acquired after 8/17/06 | 2d | |

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

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

5 Does the organization have a written policy regarding the periodic monitoring, inspection, 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 170(h)(4)(B)(ii)? ☐ Yes ☐ No

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

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

1a If the organization elected, as permitted under SFAS 116, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education or research in furtherance of public service, provide, in Part XIV, the text of the footnote to its financial statements that describes these items

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

(i) Revenues included in Form 990, Part VIII, line 1 ▶ $ ________

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

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 relating to these items

a Revenues included in Form 990, Part VIII, line 1 ▶ $ ________

b Assets included in Form 990, Part X ▶ $ ________

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

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

a ☐ Public exhibition
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

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

2a Did the organization include an amount on Form 990, Part X, line 21? ☐ Yes ☐ No

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

**Part V** **Endowment Funds.** Complete if the 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 | 6,707,483 | 6,306,865 | 5,889,810 | 8,209,064 | |
| b | Contributions | 5,710 | 8,675 | 20,129 | 22,593 | |
| c | Investment earnings or losses | -154,751 | 666,121 | 1,188,350 | -2,050,873 | |
| d | Grants or scholarships | 190,555 | 273,632 | 172,060 | 93,930 | |
| e | Other expenditures for facilities and programs | 0 | 500 | 595,369 | 131,331 | |
| f | Administrative expenses | 0 | 46 | 23,995 | 65,713 | |
| g | End of year balance | 6,367,887 | 6,707,483 | 6,306,865 | 5,889,810 | |

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

a Board designated or quasi-endowment ▶ 0 %

b Permanent endowment ▶ 2 460 %

c Term endowment ▶ 97 540 %

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

| | | | Yes | No |
|---|---|---|---|---|
| | (i) unrelated organizations | 3a(i) | | No |
| | (ii) related organizations | 3a(ii) | | No |
| b | If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R? | 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 property | (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 | | 11,530 | 10,472 | 1,058 |
| d Equipment | | 117,299 | 63,976 | 53,323 |
| e Other | | 10,950 | 8,014 | 2,936 |
| **Total.** Add lines 1a-1e *(Column (d) should equal Form 990, Part X, column (B), line 10(c).)* ▶ | | | | 57,317 |

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

| (a) Description of security or category (including name of security) | (b) Book value | (c) Method of valuation Cost or end-of-year market value |
|---|---|---|
| (1) Financial derivatives | | |
| (2) Closely-held equity interests | | |
| Other | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| **Total.** *(Column (b) should equal Form 990, Part X, col (B) line 12 )* ▶ | | |

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

| (a) Description of investment type | (b) Book value | (c) Method of valuation Cost or end-of-year market value |
|---|---|---|
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| **Total.** *(Column (b) should equal Form 990, Part X, col (B) line 13 )* ▶ | | |

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

| (a) Description | (b) Book value |
|---|---|
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| **Total.** *(Column (b) should equal Form 990, Part X, col.(B) line 15.)* . . . . . . . . . . . ▶ | |

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

| 1 (a) Description of Liability | (b) Amount |
|---|---|
| Federal Income Taxes | |
| CAPITAL LEASE PAYABLE | 30,755 |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| **Total.** *(Column (b) should equal Form 990, Part X, col (B) line 25 )* ▶ | 30,755 |

**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 (ASC740)

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

| | | | |
|---|---|---|---|
| 1 | Total revenue (Form 990, Part VIII, column (A), line 12) | 1 | 4,793,724 |
| 2 | Total expenses (Form 990, Part IX, column (A), line 25) | 2 | 4,701,161 |
| 3 | Excess or (deficit) for the year Subtract line 2 from line 1 | 3 | 92,563 |
| 4 | Net unrealized gains (losses) on investments | 4 | -222,238 |
| 5 | Donated services and use of facilities | 5 | |
| 6 | Investment expenses | 6 | |
| 7 | Prior period adjustments | 7 | |
| 8 | Other (Describe in Part XIV) | 8 | -10,510 |
| 9 | Total adjustments (net) Add lines 4 - 8 | 9 | -232,748 |
| 10 | Excess or (deficit) for the year per financial statements Combine lines 3 and 9 | 10 | -140,185 |

## 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 | 4,794,386 |
| 2 | Amounts included on line 1 but not on Form 990, Part VIII, line 12 | | | | |
| a | Net unrealized gains on investments | 2a | -222,238 | | |
| b | Donated services and use of facilities | 2b | 22,669 | | |
| c | Recoveries of prior year grants | 2c | | | |
| d | Other (Describe in Part XIV) | 2d | -61,033 | | |
| e | Add lines **2a** through **2d** | | | 2e | -260,602 |
| 3 | Subtract line **2e** from line **1** | | | 3 | 5,054,988 |
| 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 | -261,264 | | |
| c | Add lines **4a** and **4b** | | | 4c | -261,264 |
| 5 | Total Revenue Add lines **3** and **4c.** (This should equal Form 990, Part I, line 12 ) | | | 5 | 4,793,724 |

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

| | | | | | |
|---|---|---|---|---|---|
| 1 | Total expenses and losses per audited financial statements | | | 1 | 4,934,571 |
| 2 | Amounts included on line 1 but not on Form 990, Part IX, line 25 | | | | |
| a | Donated services and use of facilities | 2a | 22,669 | | |
| b | Prior year adjustments | 2b | | | |
| c | Other losses | 2c | | | |
| d | Other (Describe in Part XIV) | 2d | 10,510 | | |
| e | Add lines **2a** through **2d** | | | 2e | 33,179 |
| 3 | Subtract line **2e** from line **1** | | | 3 | 4,901,392 |
| 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 | -200,231 | | |
| c | Add lines **4a** and **4b** | | | 4c | -200,231 |
| 5 | Total expenses Add lines **3** and **4c.** (This should equal Form 990, Part I, line 18 ) | | | 5 | 4,701,161 |

## Part XIV Supplemental Information

Complete this part to provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part IV, lines 1b and 2b, Part V, line 4, Part X, Part XI, line 8, Part XII, lines 2d and 4b, and Part XIII, lines 2d and 4b Also complete this part to provide any additional information

| Identifier | Return Reference | Explanation |
|---|---|---|
| DESCRIPTION OF INTENDED USE OF ENDOWMENT FUNDS | PART V, LINE 4 | THE ALLIANCE HAS SEVERAL ENDOWMENTS EACH WITH SPECIFIC PURPOSES THE JOHN STANFORD FUND IS INTENDED FOR GENERAL SUPPORT OF THE MISSION OF THE ALLIANCE THE REMAINING ENDOWMENT FUNDS ARE INTENDED TO SUPPORT AWARDS TO PRINCIPALS, TEACHERS, STUDENTS OR TO PROVIDE GENERAL SUPPORT FOR SPECIFIC SCHOOLS OR SCHOOL PROGRAMS IN THE SEATTLE SCHOOL DISTRICT |
| PART XI, LINE 8 - OTHER ADJUSTMENTS | | BAD DEBT EXPENSE -10,510 |
| PART XII, LINE 2D - OTHER ADJUSTMENTS | | STOCK TRANSFER FEES -274 INVESTMENT MANAGEMENT FEES -60,759 |
| PART XII, LINE 4B - OTHER ADJUSTMENTS | | SPECIAL EVENT DEDUCTIONS -261,264 |
| PART XIII, LINE 2D - OTHER ADJUSTMENTS | | BAD DEBT EXPENSE 10,510 |
| PART XIII, LINE 4B - OTHER ADJUSTMENTS | | STOCK TRANSFER FEES 274 INVESTMENT EXPENSE 60,759 SPECIAL EVENT DEDUCTIONS -261,264 |

SCHEDULE G
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

# Supplemental Information Regarding Fundraising or Gaming Activities

Complete if the organization answered "Yes" to Form 990, Part IV, lines 17, 18, or 19, or if the organization entered more than $15,000 on Form 990-EZ, line 6a.
▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

OMB No 1545-0047

2011

**Open to Public Inspection**

Name of the organization
ALLIANCE FOR EDUCATION

**Employer identification number**
91-1508191

## Part I Fundraising Activities. Complete if the organization answered "Yes" to Form 990, Part IV, line 17.

1 Indicate whether the organization raised funds through any of the following activities Check all that apply

a ☑ Mail solicitations
b ☑ Internet and e-mail solicitations
c ☑ Phone solicitations
d ☑ In-person solicitations
e ☑ Solicitation of non-government grants
f ☐ Solicitation of government grants
g ☑ Special fundraising events

2a Did the organization have a written or oral agreement with any individual (including officers, directors, trustees or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services? ☑ Yes ☐ No

b If "Yes," list the ten highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least $5,000 by the organization Form 990-EZ filers are not required to complete this table

| (i) Name and address of individual or entity (fundraiser) | (ii) Activity | (iii) Did fundraiser have custody or control of contributions? Yes | No | (iv) Gross receipts from activity | (v) Amount paid to (or retained by) fundraiser listed in col (i) | (vi) Amount paid to (or retained by) organization |
|---|---|---|---|---|---|---|
| MONTERO PRODUCTIONS 10628 NE 13TH STREET BELLEVUE, WA 98004 | SPECIAL EVENT COORDINATION | | No | 649,454 | 20,000 | 629,454 |
| PERSONA DIRECT MAIL 2510 S MERIDIAN STREET SUITE 10C PUYALLUP, WA 98373 | MAILING SERVICES FOR DIRECT MAIL CAMPAIGNS | | No | 14,454 | 6,064 | 8,390 |
| LYNCH RESOURCES 1026 GLENN STREET EDMONDS, WA 98020 | PHONATHON | | No | 13,980 | 9,600 | 4,380 |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| **Total** . . . . . . . . . . . . . . . . ▶ | | | | 677,888 | 35,664 | 642,224 |

3 List all states in which the organization is registered or licensed to solicit funds or has been notified it is exempt from registration or licensing

WA

**Part II** **Fundraising Events.** Complete if the organization answered "Yes" to Form 990, Part IV, line 18, or reported more than $15,000 on Form 990-EZ, line 6a. List events with gross receipts greater than $5,000.

| | | | (a) Event #1<br>AUCTION/DINNER<br>(event type) | (b) Event #2<br>BREAKFAST<br>(event type) | (c) Other Events<br><br>(total number) | (d) Total Events (Add col (a) through col (c)) |
|---|---|---|---|---|---|---|
| Revenue | 1 | Gross receipts | 418,347 | 212,999 | | 631,346 |
| | 2 | Less Charitable contributions | 312,618 | 197,599 | | 510,217 |
| | 3 | Gross income (line 1 minus line 2) | 105,729 | 15,400 | | 121,129 |
| Direct Expenses | 4 | Cash prizes | | | | |
| | 5 | Non-cash prizes | | | | |
| | 6 | Rent/facility costs | | | | |
| | 7 | Food and beverages | 80,678 | 42,207 | | 122,885 |
| | 8 | Entertainment | 11,500 | 5,000 | | 16,500 |
| | 9 | Other direct expenses | 118,229 | 2,150 | | 120,379 |
| | 10 | Direct expense summary Add lines 4 through 9 in column (d) ▶ | | | | ( 259,764 ) |
| | 11 | Net income summary Combine lines 3 and 10 in column (d). ▶ | | | | -138,635 |

**Part III** **Gaming.** Complete if the organization answered "Yes" to Form 990, Part IV, line 19, or reported more than $15,000 on Form 990-EZ, line 6a.

| | | | (a) Bingo | (b) Pull tabs/Instant bingo/progressive bingo | (c) Other gaming | (d) Total gaming (Add col (a) through col (c)) |
|---|---|---|---|---|---|---|
| Revenue | 1 | Gross revenue | | | | |
| Direct Expenses | 2 | Cash prizes | | | | |
| | 3 | Non-cash prizes | | | | |
| | 4 | Rent/facility costs | | | | |
| | 5 | Other direct expenses | | | | |
| | 6 | Volunteer labor | ☐ Yes ☐ No | ☐ Yes ☐ No | ☐ Yes ☐ No | |
| | 7 | Direct expense summary Add lines 2 through 5 in column (d) ▶ | | | | ( ) |
| | 8 | Net gaming income summary Combine lines 1 and 7 in column (d) ▶ | | | | |

9 Enter the state(s) in which the organization operates gaming activities ____________

a Is the organization licensed to operate gaming activities in each of these states? ☐ Yes ☐ No

b If "No," Explain ____________

10a Were any of the organization's gaming licenses revoked, suspended or terminated during the tax year? ☐ Yes ☐ No

b If "Yes," Explain ____________

**11** Does the organization operate gaming activities with nonmembers? . . . . . . . . . . . . . . . . . . . . . Yes No

**12** Is the organization a grantor, beneficiary or trustee of a trust or a member of a partnership or other entity formed to administer charitable gaming? . . . . . . . . . . . . . . . . . . . . . . . . . . . . Yes No

**13** Indicate the percentage of gaming activity operated in

| | | |
|---|---|---|
| **a** The organization's facility . . . . . . . . . . . . . . . . . . . . . . | **13a** | |
| **b** An outside facility . . . . . . . . . . . . . . . . . . . . . . . . | **13b** | |

**14** Provide the name and address of the person who prepares the organization's gaming/special events books and records

Name ►

Address ►

**15a** Does the organization have a contract with a third party from whom the organization receives gaming revenue? . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Yes No

**b** If "Yes," enter the amount of gaming revenue received by the organization ► $ ____________________ and the amount of gaming revenue retained by the third party ► $ ____________________

**c** If "Yes," enter name and address

Name ►

Address ►

**16** Gaming manager information

Name ►

Gaming manager compensation ► $

Description of services provided ►

Director/officer Employee Independent contractor

**17** Mandatory distributions

**a** Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? . . . . . . . . . . . . . . . . . . . . . . . . . . . . Yes No

**b** Enter the amount of distributions required under state law distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ► $

**Part IV** Complete this part to provide additional information for responses to quuestion on Schedule G (see instructions.)

| Identifier | ReturnReference | Explanation |
|---|---|---|

**Schedule I (Form 990)**

Department of the Treasury
Internal Revenue Service

# Grants and Other Assistance to Organizations, Governments and Individuals in the United States

**Complete if the organization answered "Yes," to Form 990, Part IV, line 21 or 22.**
**▶ Attach to Form 990**

OMB No 1545-0047

2011

**Open to Public Inspection**

Name of the organization
ALLIANCE FOR EDUCATION

**Employer identification number**
91-1508191

## Part I General Information on Grants and Assistance

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

2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States

## Part II Grants and Other Assistance to Governments and Organizations in the United States.

Complete if the organization answered "Yes" to Form 990, Part IV, line 21 for any recipient that received more than $5,000. Check this box if no one recipient received more than $5,000. Use Part IV and Schedule I-1 (Form 990) if additional space is needed . . . ▶ ☐

| (a) Name and address of organization or government | (b) EIN | (c) IRC Code section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|---|---|---|---|---|---|---|---|
| See Additional Data Table | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
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| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table . . . ▶ 13

3 Enter total number of other organizations listed in the line 1 table . . . ▶ 4

**Part III** **Grants and Other Assistance to Individuals in the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 22. Use Schedule I-1 (Form 990) if additional space is needed.

| **(a)** Type of grant or assistance | **(b)** Number of recipients | **(c)** Amount of cash grant | **(d)** Amount of non-cash assistance | **(e)** Method of valuation (book, FMV, appraisal, other) | **(f)** Description of non-cash assistance |
|---|---|---|---|---|---|
| See Additional Data Table | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

**Part IV** **Supplemental Information.** Complete this part to provide the information required in Part I, line 2, and any other additional information.

| Identifier | Return Reference | Explanation |
|---|---|---|
| PROCEDURE FOR MONITORING GRANTS IN THE U S | PART I, LINE 2 | SCHEDULE I, PART I, LINE 2 77% OF ALL GRANT FUNDS WERE AWARDED TO THE SEATTLE PUBLIC SCHOOLS (SPS), WITH 63% AWARDED AS REIMBURSABLE GRANTS AND 37% AS DIRECT GRANTS BUDGETS ARE DETERMINED FOR EACH REIMBURSABLE GRANT PROJECT AND SPS SUBMITS MONTHLY EXPENSE REIMBURSEMENT REQUESTS WHICH ARE VERIFIED AGAINST BUDGETED EXPENDITURES BEFORE FUNDS ARE DISTRIBUTED DIRECT GRANTS FUNDS ARE DEPOSITED INTO SEPARATE COST CENTER ACCOUNTS AT SPS FOR THE SPECIFIC PURPOSE OF THE PROJECT APPROXIMATELY 11% OF TOTAL GRANTS ARE MADE TO AFFILIATED SCHOOL GROUPS IN SUPPORT OF INDIVIDUAL SCHOOLS AGREEMENTS ARE MAINTAINED ON FILE FOR EACH AFFILIATED SCHOOL GROUP 11% OF TOTAL GRANTS ARE MADE TO OTHER ORGANIZATIONS, 50% OF GRANTS TO OTHER ORGANIZATIONS ARE AWARDED AS REIMBURSABLE GRANTS AND 50% AS DIRECT GRANTS THE REMAINING 1% OF GRANT FUNDS ARE AWARDED TO ORGANIZATIONS AND TO INDIVIDUALS AS SCHOLARSHIPS AND FELLOWSHIPS |

**Additional Data**

Return to Form

**Software ID:**
**Software Version:**
**EIN:** 91-1508191
**Name:** ALLIANCE FOR EDUCATION

**Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States**

| **(a)** Name and address of organization or government | **(b)** EIN | **(c)** IRC Code section if applicable | **(d)** Amount of cash grant | **(e)** Amount of non-cash assistance | **(f)** Method of valuation (book, FMV, appraisal, other) | **(g)** Description of non-cash assistance | **(h)** Purpose of grant or assistance |
|---|---|---|---|---|---|---|---|
| SEATTLE PUBLIC SCHOOLS2445 3RD AVENUE S SEATTLE, WA 98134 | 91-6001541 | GOVERNMENT | 2,175,688 | | | | THESE FUNDS SUPPORTED DISTRICT-WIDE INITIATIVES AND INDIVIDUAL SCHOOL PROGRAMS |
| BRYANT ELEMENTARY SCHOOL PTA3311 NE 60TH SEATTLE, WA 98115 | 91-1191751 | 501(C)(3) | 75,000 | | | | GENERAL SUPPORT FOR BRYANT ELEMENTARY |

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

| **(a)** Name and address of organization or government | **(b)** EIN | **(c)** IRC Code section if applicable | **(d)** Amount of cash grant | **(e)** Amount of non-cash assistance | **(f)** Method of valuation (book, FMV, appraisal, other) | **(g)** Description of non-cash assistance | **(h)** Purpose of grant or assistance |
|---|---|---|---|---|---|---|---|
| VIEW RIDGE ELEMENTARY PTA 7047 50TH AVENUE NE SEATTLE, WA 98115 | 91-1049983 | 501(C)(3) | 30,000 | | | | GENERAL SUPPORT FOR VIEW RIDGE ELEMENTARY |
| UNIVERSITY OF WASHINGTON129 SCHMITZ HALL BOX 355870 SEATTLE, WA 98195 | 91-6001537 | GOVERNMENT | 62,480 | | | | GENERAL SUPPORT FOR THE CONFUCIUS INSTITUTE OF WASHINGTON |

## Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

| **(a)** Name and address of organization or government | **(b)** EIN | **(c)** IRC Code section if applicable | **(d)** Amount of cash grant | **(e)** Amount of non-cash assistance | **(f)** Method of valuation (book, FMV, appraisal, other) | **(g)** Description of non-cash assistance | **(h)** Purpose of grant or assistance |
|---|---|---|---|---|---|---|---|
| DANIEL BAGLEY ELEMENTARY PTA 7821 STONE AVENUE N SEATTLE, WA 98103 | 91-1283709 | 501(C)(3) | 25,477 | | | | AFFILIATED SCHOOL ACTIVITY - SUPPORT FOR DANIEL BAGLEY ELEMENTARY SCHOOL |
| GARFIELD JAZZ FOUNDATION3533 NE 96TH STREET SEATTLE, WA 98115 | 43-1978389 | 501(C)(3) | 22,445 | | | | AFFILIATED SCHOOL ACTIVITY - SUPPORT FOR GARFIELD HIGH SCHOOL JAZZ FOUNDATION |

**Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States**

| **(a)** Name and address of organization or government | **(b)** EIN | **(c)** IRC Code section if applicable | **(d)** Amount of cash grant | **(e)** Amount of non-cash assistance | **(f)** Method of valuation (book, FMV, appraisal, other) | **(g)** Description of non-cash assistance | **(h)** Purpose of grant or assistance |
|---|---|---|---|---|---|---|---|
| FIRST TEE OF GREATER SEATTLE 4101 BEACON AVENUE S SEATTLE, WA 98108 | 91-2116912 | 501(C)(3) | 7,500 | | | | SUPPORT FOR PROVISION OF STUDENT PARTICIPATION AND EDUCATION IN GOLF PROGRAMS |
| INGRAHAM HIGH SCHOOL FOUNDATIONC/O INGRAHAM HIGH SCHOOL 1819 NE 135TH SEATTLE, WA 98133 | | OTHER | 8,022 | | | | AFFILIATED SCHOOL ACTIVITY - SUPPORT FOR INAGRAHAM HIGH SCHOOL |

**Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States**

| **(a)** Name and address of organization or government | **(b)** EIN | **(c)** IRC Code section if applicable | **(d)** Amount of cash grant | **(e)** Amount of non-cash assistance | **(f)** Method of valuation (book, FMV, appraisal, other) | **(g)** Description of non-cash assistance | **(h)** Purpose of grant or assistance |
|---|---|---|---|---|---|---|---|
| XBOT ROBOTICS 1500 WILDWOOD BOULEVARD SW ISSAQUAH, WA 98027 | 06-1808972 | 501(C)(3) | 6,544 | | | | SUPPORT FOR XBOT ROBOTICS PROGRAMS IN SEATTLE PUBLIC SCHOOLS |
| BALLARD HIGH SCHOOL FOUNDATIONPO BOX 17626 SEATTLE, WA 98127 | 91-1811275 | 501(C)(3) | 57,988 | | | | GENERAL SUPPORT FOR BALLARD HIGH SCHOOL |

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

| **(a)** Name and address of organization or government | **(b)** EIN | **(c)** IRC Code section if applicable | **(d)** Amount of cash grant | **(e)** Amount of non-cash assistance | **(f)** Method of valuation (book, FMV, appraisal, other) | **(g)** Description of non-cash assistance | **(h)** Purpose of grant or assistance |
|---|---|---|---|---|---|---|---|
| CHIEF SEALTH PTSACHIEF SEALTH HS 2600 SW THISTLE SEATTLE, WA 98126 | 90-0128109 | 501(C)(3) | 15,154 | | | | GENERAL SUPPORT FOR CHIEF SEALTH HIGH SCHOOL |
| RAINIER BEACH HIGH SCHOOL PTSARITA GREEN - 8815 SEWARD PARK AVE S SEATTLE, WA 98118 | 91-1138727 | 501(C)(4) | 5,000 | | | | SUPPORT FOR RAINIER BEACH HIGH SCHOOL |

**Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States**

| **(a)** Name and address of organization or government | **(b)** EIN | **(c)** IRC Code section if applicable | **(d)** Amount of cash grant | **(e)** Amount of non-cash assistance | **(f)** Method of valuation (book, FMV, appraisal, other) | **(g)** Description of non-cash assistance | **(h)** Purpose of grant or assistance |
|---|---|---|---|---|---|---|---|
| SEATTLE MUSIC PARTNERS4553 SUNNYSIDE AVENUE N SEATTLE, WA 98103 | 20-8258002 | 501(C)(3) | 39,779 | | | | SUPPORT FOR SEATTLE MUSIC PARTNERS |
| WEST SEATTLE HIGH SCHOOOL PTSA3000 CALIFORNIA AVE SW SEATTLE, WA 98116 | 73-1634348 | 501(C)(3) | 7,644 | | | | SUPPORT FOR WEST SEATTLE HIGH SCHOOL |

**Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States**

| **(a)** Name and address of organization or government | **(b)** EIN | **(c)** IRC Code section if applicable | **(d)** Amount of cash grant | **(e)** Amount of non-cash assistance | **(f)** Method of valuation (book, FMV, appraisal, other) | **(g)** Description of non-cash assistance | **(h)** Purpose of grant or assistance |
|---|---|---|---|---|---|---|---|
| PASS (PRINCIPALS ASSOCIATION OF SEATTLE SCHOOLS) 2550 34TH AVE W SEATTLE, WA 98117 | 91-0900468 | 501(C)(6) | 12,000 | | | | ATTENDANCE AT FALL 2011 CONFERENCE OF THE ASSOCIATION OF WASHINGTON STATE PRINCIPALS |
| TECHNOLOGY ALLIANCE1301 5TH AVENUE SUITE 2500 SEATTLE, WA 98101 | 91-0402330 | 501(C)(6) | 90,000 | | | | OUR SCHOOLS COALITION SUPPORT |

**Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States**

| **(a)** Name and address of organization or government | **(b)** EIN | **(c)** IRC Code section if applicable | **(d)** Amount of cash grant | **(e)** Amount of non-cash assistance | **(f)** Method of valuation (book, FMV, appraisal, other) | **(g)** Description of non-cash assistance | **(h)** Purpose of grant or assistance |
|---|---|---|---|---|---|---|---|
| LEV FOUNDATION 2734 WESTLAKE AVENUE N SEATTLE, WA 98109 | 91-2141507 | 501(C)(3) | 138,000 | | | | OUR SCHOOLS COALITION SUPPORT |

**Form 990, Schedule I, Part III, Grants and Other Assistance to Individuals in the United States**

| **(a)** Type of grant or assistance | **(b)** Number of recipients | **(c)** Amount of cash grant | **(d)** Amount of non-cash assistance | **(e)** Method of valuation (book, FMV, appraisal, other) | **(f)** Description of non-cash assistance |
|---|---|---|---|---|---|
| CONFUCIUS INSTITUTE - PARTIAL SCHOLARSHIPS | 28 | 5,200 | 1,000 | BOOK VALUE | SCHOLARSHIPS |
| 101 CLUB - SCHOLARSHIPS | 8 | 8,000 | | | |
| NATHAN HALE FOUNDATION - BENSON SCHOLARSHIP | 2 | 5,000 | | | |
| BALLARD HIGH SCHOOL - TONI BUKOWSKI MEMORIAL SCHOLARSHIP | 2 | 1,250 | | | |
| PHILIP B SWAIN FUND - TEACHER AWARDS | 3 | 3,000 | | | |
| FRIENDS OF SBOC - SCHOLARSHIPS | 7 | 250 | 1,500 | BOOK VALUE | SCHOLARSHIPS |
| MEN OF QUEEN ANN - SCHOLARSHIP | 1 | | 1,000 | BOOK VALUE | SCHOLARSHIP |
| NATHAN HALE FOUNDATION - REYNOLDS SCHOLARSHIP | 1 | | 2,500 | BOOK VALUE | SCHOLARSHIP |

**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, question 23.**
**▶ Attach to Form 990. ▶ See separate instructions.**

OMB No 1545-0047

**2011**

**Open to Public Inspection**

**Name of the organization**
ALLIANCE FOR EDUCATION

**Employer identification number**
91-1508191

## Part I Questions Regarding Compensation

| | | | Yes | No |
|---|---|---|---|---|
| **1a** | Check the appropiate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a Complete Part III to provide any relevant information regarding these items<br>☐ First-class or charter travel<br>☐ Travel for companions<br>☐ Tax idemnification and gross-up payments<br>☐ Discretionary spending account<br>☐ Housing allowance or residence for personal use<br>☐ Payments for business use of personal residence<br>☐ Health or social club dues or initiation fees<br>☐ Personal services (e g , maid, chauffeur, chef) | | | |
| **b** | If any of the boxes in line 1a are checked, did the organization follow a written policy regarding payment or reimbursement orprovision of all the expenses described above? If "No," complete Part III to explain | **1b** | | |
| **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? | **2** | | |
| **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<br>☑ Compensation committee<br>☐ Independent compensation consultant<br>☐ Form 990 of other organizations<br>☑ Written employment contract<br>☐ Compensation survey or study<br>☑ 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? | **4a** | | No |
| **b** | Participate in, or receive payment from, a supplemental nonqualified retirement plan? | **4b** | | No |
| **c** | Participate in, or receive payment from, an equity-based compensation arrangement?<br>If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III | **4c** | | No |
| | **Only 501(c)(3) and 501(c)(4) organizations only 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? | **5a** | | No |
| **b** | Any related organization?<br>If "Yes," to line 5a or 5b, describe in Part III | **5b** | | No |
| **6** | For persons listed in form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of | | | |
| **a** | The organization? | **6a** | | No |
| **b** | Any related organization?<br>If "Yes," to line 6a or 6b, describe in Part III | **6b** | | No |
| **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 | **7** | | No |
| **8** | Were any amounts reported in Form 990, Part VII, paid or accured pursuant to a contract that was subject to the initial contract exception described in Regs section 53 4958-4(a)(3)? If "Yes," describe in Part III | **8** | | No |
| **9** | If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53 4958-6(c)? | **9** | | |

**Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use Schedule J-1 if additional space 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) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, columns (D) and (E) for that individual

| (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) SARA MORRIS | (i) | 143,288 | 0 | 5,310 | 1,069 | 8,260 | 157,927 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (2) CHARLES SCHAFER | (i) | 99,096 | 0 | 2,033 | 3,049 | 8,260 | 112,438 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

## Part III Supplemental Information

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

| Identifier | Return Reference | Explanation |
|---|---|---|
| SUPPLEMENTAL INFORMATION | PART III | ALL EMPLOYEES OF ALLIANCE FOR EDUCATION ARE ACTUALLY EMPLOYEES OF THE GREATER SEATTLE CHAMBER OF COMMERCE, AN UNRELATED ORGANIZATION SINCE THE ALLIANCE REIMBURSES THE CHAMBER FOR AN EMPLOYEE'S TIME, COMPENSATION AND RELATED PAYROLL EXPENSES ARE REPORTED ON PART IX AND PART VII OF THE FORM 990 |

efile GRAPHIC print - DO NOT PROCESS | As Filed Data - | DLN: 93493319036062

**SCHEDULE M (Form 990)**

Department of the Treasury
Internal Revenue Service

# NonCash Contributions

►Complete if the organization answered "Yes" on Form 990, Part IV, lines 29 or 30.
► Attach to Form 990.

OMB No 1545-0047

**2011**

**Open to Public Inspection**

Name of the organization
ALLIANCE FOR EDUCATION

**Employer identification number**
91-1508191

## Part I Types of Property

| | (a) Check if applicable | (b) Number of Contributions or items contributed | (c) Contribution amounts reported on Form 990, Part VIII, line 1g | (d) Method of determining contribution amounts |
|---|---|---|---|---|
| 1 Art—Works of art . . . . | | | | |
| 2 Art—Historical treasures . | | | | |
| 3 Art—Fractional interests . . | | | | |
| 4 Books and publications . . | | | | |
| 5 Clothing and household goods . . . . . . . . | | | | |
| 6 Cars and other vehicles . . | | | | |
| 7 Boats and planes . . . . | | | | |
| 8 Intellectual property . . . | | | | |
| 9 Securities—Publicly traded . | X | 7 | 5,925 | FAIR MARKET VALUE |
| 10 Securities—Closely held stock . | | | | |
| 11 Securities—Partnership, LLC, or trust interests . . . . | | | | |
| 12 Securities—Miscellaneous . . | | | | |
| 13 Qualified conservation contribution—Historic structures . . . . . | | | | |
| 14 Qualified conservation contribution—Other . . . | | | | |
| 15 Real estate—Residential . | | | | |
| 16 Real estate—Commercial . . | | | | |
| 17 Real estate—Other . . . | | | | |
| 18 Collectibles . . . . . | | | | |
| 19 Food inventory . . . | | | | |
| 20 Drugs and medical supplies . | | | | |
| 21 Taxidermy . . . . . . | | | | |
| 22 Historical artifacts . . . . | | | | |
| 23 Scientific specimens . . | | | | |
| 24 Archeological artifacts . . . | | | | |
| 25 Other ► ( AUCTION ITEMS ) | X | 155 | 87,425 | COST/SELLING PRICE |
| 26 Other ► ( SUPPLIES ) | X | 11 | 14,731 | COST/SELLING PRICE |
| 27 Other ►( ) | | | | |
| 28 Other ► ( ) | | | | |

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

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

## Part II

**Supplemental Information.** Complete this part to provide the information required by Part I, lines 30b, 32b, and 33. Also complete this part for any additional information.

| Identifier | Return Reference | Explanation |
|---|---|---|
| METHOD FOR DETERMINING NUMBER OF CONTRIBUTORS | PART I, COLUMN (B) | THE AMOUNT REPORTED IN PART I, COLUMN (B) IS THE NUMBER OF ITEMS CONTRIBUTED |

**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 to provide any additional information.**
**▶ Attach to Form 990 or 990-EZ.**

OMB No 1545-0047

**2011**

**Open to Public Inspection**

Name of the organization
ALLIANCE FOR EDUCATION

**Employer identification number**
91-1508191

| Identifier | Return Reference | Explanation |
|---|---|---|
| | FORM 990, PART I, LINE 6 | 161 OF THE VOLUNTEERS SERVE ON TASK FORCES FOR COMMUNITY ENGAGEMENTS, COLLEGE ACCESS NETWORKS, COMMUNITY SCHOOLS AND EDUCATIONAL INVESTMENTS AND 75 ASSIST WITH SPECIAL EVENTS |

| Identifier | Return Reference | Explanation |
|---|---|---|
| | FORM 990, PART VI, SECTION A, LINE 4 | REVISED BYLAWS WERE ADOPTED BY THE BOARD ON NOVEMBER 16, 2011 UNDER THESE REVISED BYLAWS, THE EXECUTIVE COMMITTEE IS COMPOSED OF THE OFFICERS OF THE CORPORATION AND SUCH ADDITIONAL DIRECTORS AS DETERMINED BY THE BOARD IT PROVIDES GUIDANCE TO THE BOARD ON ALL CORPORATE MATTERS NOT OTHERWISE DELEGATED TO ANOTHER COMMITTEE AND EXERCISES THE FULL AND COMPLETE AUTHORITY OF THE BOARD EXCEPT AS SET FORTH IN THE COMMITTEE CHARTERS |

| Identifier | Return Reference | Explanation |
| --- | --- | --- |
| | FORM 990, PART VI, SECTION B, LINE 11 | THE 990 IS PRESENTED FOR REVIEW BY CLARK NUBER, THE 990 PREPARERS, TO THE FINANCE AND AUDIT COMMITTEE FOR ITS REVIEW IT IS ALSO EMAILED TO ALL BOARD MEMBERS BEFORE IT IS FILED WITH THE IRS |

| Identifier | Return Reference | Explanation |
|---|---|---|
| | FORM 990, PART VI, SECTION B, LINE 12C | BOARD MEMBERS REVIEW AND AFFIRM THE CONFLICT OF INTEREST POLICY ON AN ANNUAL BASIS EACH MEMBER IS REQUIRED TO DISCLOSE ANY ACTUAL OR POSSIBLE CONFLICT OF INTEREST AND TO PRESENT ALL MATERIAL FACTS TO THE BOARD OR EXECUTIVE COMMITTEE AFTER SUCH A DISCLOSURE, THE INTERESTED PERSON SHALL LEAVE THE BOARD OR EXECUTIVE COMMITTEE MEETING THE REMAINING MEMBERS SHALL DISCUSS AND VOTE WHETHER A CONFLICT OF INTEREST EXISTS IF A CONFLICT IS DETERMINED TO EXIST, THE INTERESTED PERSON MAY MAKE A PRESENTATION AT THE BOARD OR EXECUTIVE COMMITTEE MEETING, BUT SHALL LEAVE THE MEETING DURING THE DISCUSSION OF, AND THE VOTE ON, THE TRANSACTION OR ARRANGEMENT INVOLVING THE CONFLICT OF INTEREST THE CHAIRPERSON OF THE BOARD OR EXECUTIVE COMMITTEE SHALL, IF APPROPRIATE, APPOINT A DISINTERESTED PERSON OR COMMITTEE TO INVESTIGATE ALTERNATIVES TO THE PROPOSED TRANSACTION OR ARRANGEMENT AND AFTER EXERCISING DUE DILIGENCE, A DETERMINATION SHALL BE MADE BY A MAJORITY VOTE OF THE DISINTERESTED DIRECTORS ON WHETHER THE TRANSACTION OR ARRANGEMENT IS IN THE BEST INTERESTS OF THE ALLIANCE MEETING MINUTES WILL RECORD THE NAMES OF PERSONS WHO MADE DISCLOSURES OR WHO WERE FOUND TO HAVE ACTUAL OR POSSIBLE CONFLICTS OF INTEREST, THE NATURE OF THE FINANCIAL INTEREST, ANY ACTION TAKEN TO DETERMINE THE PRESENCE OF A CONFLICT OF INTEREST AND THE BOARD OR EXECUTIVE COMMITTEE'S DECISIONS |

| Identifier | Return Reference | Explanation |
|---|---|---|
| | FORM 990, PART VI, SECTION B, LINE 15 | CEO AND PRESIDENT THE GOVERNANCE COMMITTEE OF THE BOARD OF DIRECTORS IS RESPONSIBLE FOR ESTABLISHING GOALS AND OBJECTIVES RELEVANT TO THE PRESIDENT'S COMPENSATION AND PERFORMANCE EACH YEAR AND FOR EVALUATING THE PRESIDENT'S PERFORMANCE ANNUALLY IN LIGHT OF THESE GOALS AND OBJECTIVES THE GOVERNANCE COMMITTEE UTILIZES THE EXPERTISE OF THE DIRECTOR OF PEOPLE PROGRAMS AT THE GREATER SEATTLE CHAMBER OF COMMERCE AS WELL AS THE UNITED WAY SURVEY OF LOCAL NON-PROFIT SALARIES WHEN DETERMINING COMPENSATION CFO AND VP-OPERATIONS THE CEO IS RESPONSIBLE FOR ESTABLISHING GOALS AND OBJECTIVES RELEVANT TO COMPENSATION AND PERFORMANCE FOR THESE POSITIONS PERFORMANCE AND COMPENSATION ARE REVIEWED ANNUALLY THE CEO UTILIZES THE EXPERTISE OF THE DIRECTOR OF PEOPLE PROGRAMS AT THE GREATER SEATTLE CHAMBER OF COMMERCE AS WELL AS THE UNITED WAY SURVEY OF LOCAL NON-PROFIT SALARIES WHEN DETERMINING COMPENSATION FOR THESE POSITIONS COMPENSATION REVIEWS ARE DONE ON AN ANNUAL BASIS WITH THE LAST REVIEW IN FEBRUARY 2012 |

| Identifier | Return Reference | Explanation |
| --- | --- | --- |
| | FORM 990, PART VI, SECTION C, LINE 19 | AUDITED FINANCIAL STATEMENTS, ANNUAL REPORTS AND FORM 990S FOR THE PAST THREE YEARS ARE MADE AVAILABLE ON THE ORGANIZATION'S WEBSITE THEY ARE ALSO AVAILABLE IN HARDCOPY FORM BY REQUEST GOVERNING DOCUMENTS AND CONFLICT OF INTEREST POLICIES ARE AVAILABLE UPON REQUEST TO THE EXECUTIVE ASSISTANT |

| Identifier | Return Reference | Explanation |
|---|---|---|
| | FORM 990, PART VI, LINE 1 | THE EXECUTIVE COMMITTEE SHALL HAVE AND EXERCISE THE FULL POWER AND AUTHORITY OF THE BOARD IN THE MANAGEMENT OF THE CORPORATION, EXCEPT THAT THEY SHALL HAVE NO AUTHORITY TO (A) AMEND, ALTER OR APPEAL THE BYLAWS OF THE CORPORATION, (B) ELECT, APPOINT OR REMOVE ANY DIRECTOR OR OFFICER OF THE CORPORATION OR ANY MEMBER OF ANY STANDING COMMITTEE SET FORTH IN THE BYLAWS OR ANY OTHER COMMITTEE ESTABLISHED BY THE BOARD AS A WHOLE THROUGH RESOLUTION, (C) AMEND THE ARTICLES OF INCORPORATION, (D) ADOPT A PLAN OF MERGER OR CONSOLIDATION WITH ANOTHER CORPORATION, (E) AUTHORIZE THE SALE, LEASE, OR EXCHANGE OF ALL OR SUBSTANTIALLY ALL OF THE PROPERTY AND ASSETS OF THE CORPORATION NOT IN THE ORDINARY COURSE OF BUSINESS, (F) AUTHORIZE THE VOLUNTARY DISSOLUTION OF THE CORPORATION OR REVOTE PROCEEDINGS THEREOF, (G) ADOPT A PLAN FOR THE DISTRIBUTION OF THE ASSETS OF THE CORPORATION, OR (H) AMEND, ALTER OR REPEAL ANY RESOLUTION OF THE BOARD WHICH BY ITS TERMS PROVIDES THAT IT SHALL NOT BE AMENDED ALTERED OR REPEALED BY A COMMITTEE |

| Identifier | Return Reference | Explanation |
| --- | --- | --- |
| CHANGES IN NET ASSETS OR FUND BALANCES | FORM 990, PART XI, LINE 5 | NET UNREALIZED LOSSES ON INVESTMENTS -222,238 BAD DEBT EXPENSE -10,510 TOTAL TO FORM 990, PART XI, LINE 5 -232,748 |

**Additional Data**

Software ID:
Software Version:
EIN: 91-1508191
Name: ALLIANCE FOR EDUCATION

**Form 990, Special Condition Description:**

| Special Condition Description |
| --- |

**Form 990, Part VII - Compensation of Officers, Directors,Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

| (A) Name and Title | (B) Average hours per week | (C) Position (check all that apply) | | | | | | (D) Reportable compensation from the organization (W-2/1099-MISC) | (E) Reportable compensation from related organizations (W- 2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| | | Individual trustee or director | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| PAM MACEWAN<br>CHAIR | 5 00 | X | | X | | | | 0 | 0 | 0 |
| LIZ VIVIAN<br>VICE CHAIR | 2 00 | X | | X | | | | 0 | 0 | 0 |
| SARA MORRIS<br>PRESIDENT/CEO | 40 00 | X | | X | | | | 148,598 | 0 | 9,329 |
| MATT DAILEY<br>SECRETARY | 1 00 | X | | X | | | | 0 | 0 | 0 |
| LYNNETTE FRANK<br>TREASURER | 2 00 | X | | X | | | | 0 | 0 | 0 |
| GEORGE GRIFFIN<br>IMMEDIATE PAST CHAIR | 3 00 | X | | X | | | | 0 | 0 | 0 |
| ALI KHATABI<br>BOARD MEMBER | 2 00 | X | | | | | | 0 | 0 | 0 |
| BRAD HOFF<br>BOARD MEMBER | 5 00 | X | | | | | | 0 | 0 | 0 |
| GRETT GERRY<br>BOARD MEMBER | 3 50 | X | | | | | | 0 | 0 | 0 |
| BRUCE LEADER<br>BOARD MEMBER | 50 | X | | | | | | 0 | 0 | 0 |
| CHASE MORGAN<br>BOARD MEMBER | 2 00 | X | | | | | | 0 | 0 | 0 |
| CREE ZISCHE<br>BOARD MEMBER | 50 | X | | | | | | 0 | 0 | 0 |
| DAN DIXON<br>BOARD MEMBER | 50 | X | | | | | | 0 | 0 | 0 |
| DR SUSAN ENFIELD<br>BOARD MEMBER | 1 00 | X | | | | | | 0 | 0 | 0 |
| ERLE COHEN<br>BOARD MEMBER | 1 00 | X | | | | | | 0 | 0 | 0 |
| FAY CHAPMAN<br>BOARD MEMBER | 1 00 | X | | | | | | 0 | 0 | 0 |
| FRED KIGA<br>BOARD MEMBER | 50 | X | | | | | | 0 | 0 | 0 |
| JANE BLODGETT<br>BOARD MEMBER | 1 00 | X | | | | | | 0 | 0 | 0 |
| JANE BROOM<br>BOARD MEMBER | 1 00 | X | | | | | | 0 | 0 | 0 |
| JENA THORNTON<br>BOARD MEMBER | 1 00 | X | | | | | | 0 | 0 | 0 |
| JON BRIDGE<br>BOARD MEMBER | 5 00 | X | | | | | | 0 | 0 | 0 |
| KEN HAMM<br>BOARD MEMBER | 1 00 | X | | | | | | 0 | 0 | 0 |
| NINA HANSELMAN<br>BOARD MEMBER | 50 | X | | | | | | 0 | 0 | 0 |
| MARIA GOODLOE-JOHNSON<br>BOARD MEMBER | 50 | X | | | | | | 0 | 0 | 0 |
| MATTHEW PADDOCK<br>BOARD MEMBER | 1 00 | X | | | | | | 0 | 0 | 0 |

## Form 990, Part VII - Compensation of Officers, Directors,Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

| (A) Name and Title | (B) Average hours per week | (C) Position (check all that apply) | | | | | | (D) Reportable compensation from the organization (W-2/1099-MISC) | (E) Reportable compensation from related organizations (W- 2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Individual trustee or director | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| MICHAEL DEBELL<br>BOARD MEMBER | 1 00 | X | | | | | | 0 | 0 | 0 |
| PAM ESHELMAN<br>BOARD MEMBER | 1 00 | X | | | | | | 0 | 0 | 0 |
| PETER GLIDDEN<br>BOARD MEMBER | 50 | X | | | | | | 0 | 0 | 0 |
| PHIL BUSSEY<br>BOARD MEMBER | 50 | X | | | | | | 0 | 0 | 0 |
| SHANE PHILPOT<br>BOARD MEMBER | 1 00 | X | | | | | | 0 | 0 | 0 |
| SHEILA EDWARDS LANGE<br>BOARD MEMBER | 3 00 | X | | | | | | 0 | 0 | 0 |
| STEVE SUNDQUIST<br>BOARD MEMBER | 50 | X | | | | | | 0 | 0 | 0 |
| TOM STRITIKUS<br>BOARD MEMBER | 2 50 | X | | | | | | 0 | 0 | 0 |
| CHARLES SCHAFER<br>CFO | 40 00 | | | X | | | | 101,129 | 0 | 11,309 |