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# Short Form Return of Organization Exempt From Income Tax

## 2014

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter social security numbers on this form as it may be made public.

▶ Information about Form 990-EZ and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

Department of the Treasury  
Internal Revenue Service

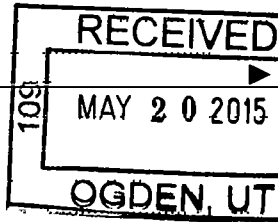
Open to Public  
Inspection

<b>A</b> For the 2014 calendar year, or tax year beginning		and ending	
<b>B</b> Check if applicable: <input type="checkbox"/> Address change <input checked="" type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<b>C</b> Name of organization <b>CHOICE SCHOOLS ASSOCIATION</b>		<b>D</b> Employer identification number <b>27-3184441</b>
	Number and street (or P.O. box, if mail is not delivered to street address)		<b>E</b> Telephone number
	<b>1233 N. MAYFAIR RD.</b>		<b>414-271-7800</b>
	Room/suite		<b>302</b>
	City or town, state or province, country, and ZIP or foreign postal code		<b>F</b> Group Exemption Number ▶
<b>MILWAUKEE, WI 53226-3255</b>			
<b>G</b> Accounting Method: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual Other (specify) ▶		<b>H</b> Check <input checked="" type="checkbox"/> if the organization is not required to attach Schedule B (Form 990, 990-EZ, or 990-PF).	
<b>I</b> Website: ▶ <b>SCHOOLSASSOCIATION.ORG</b>			
<b>J</b> Tax-exempt status (check only one) — <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c)( ) (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527			
<b>K</b> Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other			
<b>L</b> Add lines 5b, 6c, and 7b to line 9 to determine gross receipts. If gross receipts are \$200,000 or more, or if total assets (Part II, column (B) below) are \$500,000 or more, file Form 990 instead of Form 990-EZ			▶ \$ <b>500.</b>

**Part I Revenue, Expenses, and Changes in Net Assets or Fund Balances** (see the instructions for Part I)

Check if the organization used Schedule O to respond to any question in this Part I

	1 Contributions, gifts, grants, and similar amounts received			1
	2 Program service revenue including government fees and contracts			2
	3 Membership dues and assessments			3
	4 Investment income			4
	5a Gross amount from sale of assets other than inventory	5a		
	b Less: cost or other basis and sales expenses	5b		
	c Gain or (loss) from sale of assets other than inventory (Subtract line 5b from line 5a)		5c	
	6 Gaming and fundraising events			
	a Gross income from gaming (attach Schedule G if greater than \$15,000)	6a		
	b Gross income from fundraising events (not including \$ of contributions from fundraising events reported on line 1) (attach Schedule G if the sum of such gross income and contributions exceeds \$15,000)	6b		
	c Less: direct expenses from gaming and fundraising events	6c		
	d Net income or (loss) from gaming and fundraising events (add lines 6a and 6b and subtract line 6c)		6d	
	7a Gross sales of inventory, less returns and allowances	7a		
	b Less: cost of goods sold	7b		
	c Gross profit or (loss) from sales of inventory (Subtract line 7b from line 7a)		7c	
	8 Other revenue (describe in Schedule O)			
	<b>9 Total revenue</b> Add lines 1, 2, 3, 4, 5c, 6d, 7c, and 8			500.
Expenses	10 Grants and similar amounts paid (list in Schedule O)			
	11 Benefits paid to or for members			
	12 Salaries, other compensation, and employee benefits			21,530.
	13 Professional fees and other payments to independent contractors			10,500.
	14 Occupancy, rent, utilities, and maintenance			
	15 Printing, publications, postage, and shipping			450.
	16 Other expenses (describe in Schedule O)			416.
	<b>17 Total expenses.</b> Add lines 10 through 16			32,896.
	18 Excess or (deficit) for the year (Subtract line 17 from line 9)			-32,396.
Net Assets	19 Net assets or fund balances at beginning of year (from line 27, column (A)) (must agree with end-of-year figure reported on prior year's return)			40,803.
	20 Other changes in net assets or fund balances (explain in Schedule O)			0.
	<b>21 Net assets or fund balances at end of year.</b> Combine lines 18 through 20			8,407.



SEE SCHEDULE O

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**Part II Balance Sheets** (see the instructions for Part II)

Check if the organization used Schedule O to respond to any question in this Part II

	(A) Beginning of year		(B) End of year
22 Cash, savings, and investments	36,603.	22	8,407.
23 Land and buildings		23	
24 Other assets (describe in Schedule O) <b>SEE SCHEDULE O</b>	4,200.	24	0.
25 Total assets	40,803.	25	8,407.
26 Total liabilities (describe in Schedule O)	0.	26	0.
27 Net assets or fund balances (line 27 of column (B) must agree with line 21)	40,803.	27	8,407.

**Part III Statement of Program Service Accomplishments** (see the instructions for Part III)

Check if the organization used Schedule O to respond to any question in this Part III

Expenses  
(Required for section 501(c)(3) and 501(c)(4) organizations; optional for others.)

What is the organization's primary exempt purpose? **SEE SCHEDULE O**

Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. In a clear and concise manner, describe the services provided, the number of persons benefited, and other relevant information for each program title

28 <b>CONTINUED DEVELOPMENT OF A SCHOOL QUALITY POSITION STATEMENT FOR ASSOCIATION MEMBERS, SCHOOLS, PARENTS AND STUDENTS</b> (Grants \$ ) If this amount includes foreign grants, check here <input type="checkbox"/>	28a	
29 <b>SEE SCHEDULE O</b>		
(Grants \$ ) If this amount includes foreign grants, check here <input type="checkbox"/>	29a	
30		
(Grants \$ ) If this amount includes foreign grants, check here <input type="checkbox"/>	30a	
31 Other program services (describe in Schedule O) (Grants \$ ) If this amount includes foreign grants, check here <input type="checkbox"/>	31a	
32 Total program service expenses (add lines 28a through 31a)	32	0.

**Part IV List of Officers, Directors, Trustees, and Key Employees** (list each one even if not compensated - see the instructions for Part IV)

Check if the organization used Schedule O to respond to any question in this Part IV

(a) Name and title	(b) Average hours per week devoted to position	(c) Reportable compensation (Forms W-2/1099-MISC) (if not paid, enter -0-)	(d) Health benefits, contributions to employee benefit plans, and deferred compensation	(e) Estimated amount of other compensation
BRENDA WHITE PRESIDENT	1.00	0.	0.	0.
RYAN KRIENKE SECRETARY	1.00	0.	0.	0.
LORI SAQER TREASURER	1.00	0.	0.	0.
SHAR BORG BOARD MEMBER	1.00	0.	0.	0.
CAROLYN ETLIE BOARD MEMBER	1.00	0.	0.	0.
SHAUN LUEHRING BOARD MEMBER	1.00	0.	0.	0.
MARY MCINTOSH BOARD MEMBER	1.00	0.	0.	0.
JAMES PIATT BOARD MEMBER	1.00	0.	0.	0.
CIJI PITTMAN BOARD MEMBER	1.00	0.	0.	0.
LAURA SUMNER COON BOARD MEMBER	1.00	0.	0.	0.
JACKIE VERHULST BOARD MEMBER	1.00	0.	0.	0.

**Part V Other Information** (Note the Schedule A and personal benefit contract statement requirements in the instructions for Part V) Check if the organization used Sch. O to respond to any question in this Part V

		Yes	No
33	Did the organization engage in any significant activity not previously reported to the IRS? If "Yes," provide a detailed description of each activity in Schedule O		X
34	Were any significant changes made to the organizing or governing documents? If "Yes," attach a conformed copy of the amended documents if they reflect a change to the organization's name. Otherwise, explain the change on Schedule O (see instructions)	X	
35a	Did the organization have unrelated business gross income of \$1,000 or more during the year from business activities (such as those reported on lines 2, 6a, and 7a, among others)?		X
35b	If "Yes" to line 35a, has the organization filed a Form 990-T for the year? If "No," provide an explanation in Schedule O	N/A	
35c	Was the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization subject to section 6033(e) notice, reporting, and proxy tax requirements during the year? If "Yes," complete Schedule C, Part III		X
36	Did the organization undergo a liquidation, dissolution, termination, or significant disposition of net assets during the year? If "Yes," complete applicable parts of Schedule N		X
37a	Enter amount of political expenditures, direct or indirect, as described in the instructions	37a	0.
37b	Did the organization file Form 1120-POL for this year?		X
38a	Did the organization borrow from, or make any loans to, any officer, director, trustee, or key employee or were any such loans made in a prior year and still outstanding at the end of the tax year covered by this return?		X
38b	If "Yes," complete Schedule L, Part II and enter the total amount involved	N/A	
39	Section 501(c)(7) organizations. Enter:		
39a	a Initiation fees and capital contributions included on line 9	N/A	
39b	b Gross receipts, included on line 9, for public use of club facilities	N/A	
40a	Section 501(c)(3) organizations. Enter amount of tax imposed on the organization during the year under: section 4911 <input type="text" value="0."/> ; section 4912 <input type="text" value="0."/> ; section 4955 <input type="text" value="0."/>		
40b	b Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in any section 4958 excess benefit transaction during the year, or did it engage in an excess benefit transaction in a prior year that has not been reported on any of its prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I		X
	c Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Enter amount of tax imposed on organization managers or disqualified persons during the year under sections 4912, 4955, and 4958		0.
	d Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Enter amount of tax on line 40c reimbursed by the organization		0.
40e	e All organizations. At any time during the tax year, was the organization a party to a prohibited tax shelter transaction? If "Yes," complete Form 8886-T		X
41	List the states with which a copy of this return is filed	NONE	
42a	The organization's books are in care of	LORI SAOER Telephone no. 414-271-7800	
	Located at	1233 N. MAYFAIR RD. SUITE 302, MILWAUKEE, WI ZIP + 4 53226-3255	
42b	b At any time during the calendar year, did the organization have an interest in or a signature or other authority over a financial account in a foreign country (such as a bank account, securities account, or other financial account)? If "Yes," enter the name of the foreign country: _____ See the instructions for exceptions and filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).	Yes	No
42c	c At any time during the calendar year, did the organization maintain an office outside of the U.S.? If "Yes," enter the name of the foreign country: _____		X
43	Section 4947(a)(1) nonexempt charitable trusts filing Form 990-EZ in lieu of Form 1041 - Check here and enter the amount of tax-exempt interest received or accrued during the tax year	43	N/A
44a	Did the organization maintain any donor advised funds during the year? If "Yes," Form 990 must be completed instead of Form 990-EZ		X
44b	b Did the organization operate one or more hospital facilities during the year? If "Yes," Form 990 must be completed instead of Form 990-EZ		X
44c	c Did the organization receive any payments for indoor tanning services during the year?		X
44d	d If "Yes" to line 44c, has the organization filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O		
45a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?		X
45b	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," Form 990 and Schedule R may need to be completed instead of Form 990-EZ (see instructions)		

	<b>Yes</b>	<b>No</b>
46 Did the organization engage, directly or indirectly, in political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I	46	X

**Part VI Section 501(c)(3) organizations only**

All section 501(c)(3) organizations must answer questions 47-49b and 52, and complete the tables for lines 50 and 51

Check if the organization used Schedule O to respond to any question in this Part VI

	<b>Yes</b>	<b>No</b>
47 Did the organization engage in lobbying activities or have a section 501(h) election in effect during the tax year? If "Yes," complete Sch. C, Part II	47	X
48 Is the organization a school as described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	48	X
49a Did the organization make any transfers to an exempt non-charitable related organization?	49a	X
b If "Yes," was the related organization a section 527 organization?	49b	

50 Complete this table for the organization's five highest compensated employees (other than officers, directors, trustees and key employees) who each received more than \$100,000 of compensation from the organization. If there is none, enter "None."

(a) Name and title of each employee	(b) Average hours per week devoted to position	(c) Reportable compensation (Forms W-2/1099-MISC)	(d) Health benefits, contributions to employee benefit plans, and deferred compensation	(e) Estimated amount of other compensation
NONE				

f Total number of other employees paid over \$100,000

51 Complete this table for the organization's five highest compensated independent contractors who each received more than \$100,000 of compensation from the organization. If there is none, enter "None." NONE

(a) Name and business address of each independent contractor	(b) Type of service	(c) Compensation

d Total number of other independent contractors each receiving over \$100,000

52 Did the organization complete Schedule A? **Note** All section 501(c)(3) organizations must attach a completed Schedule A  Yes  No

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** *Lori Saqer* Signature of officer Date 5/15/15  
 **Sign Here** **LORI SAQER, TREASURER** Type or print name and title

<b>Paid Preparer Use Only</b>	Print/Type preparer's name	Preparer's signature	Date	Check <input type="checkbox"/> if self-employed	PTIN
	Firm's name	Firm's EIN			Phone no.
	Firm's address				

May the IRS discuss this return with the preparer shown above? See instructions  Yes  No

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

Department of the Treasury  
Internal Revenue Service

**Public Charity Status and Public Support**

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

▶ Attach to Form 990 or Form 990-EZ.

▶ Information about Schedule A (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No 1545-0047

**2014**

Open to Public Inspection

Name of the organization

**CHOICE SCHOOLS ASSOCIATION**

Employer identification number

**27-3184441**

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

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

- 1  A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2  A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E.)
- 3  A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4  A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state \_\_\_\_\_
- 5  An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6  A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7  An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8  A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9  An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions - subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- 10  An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 11  An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3).** Check the box in lines 11a through 11d that describes the type of supporting organization and complete lines 11e, 11f, and 11g.
  - a  **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
  - b  **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
  - c  **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
  - d  **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
  - e  Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.

f Enter the number of supported organizations

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

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-9 above or IRC section (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see Instructions)	(vi) Amount of other support (see Instructions)
			Yes	No		
<b>Total</b>						

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

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

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2010	(b) 2011	(c) 2012	(d) 2013	(e) 2014	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants")	65,200.	81,700.		19,047.	500.	166,447.
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	65,200.	81,700.		19,047.	500.	166,447.
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)						
6 Public support. Subtract line 5 from line 4						166,447.

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2010	(b) 2011	(c) 2012	(d) 2013	(e) 2014	(f) Total
7 Amounts from line 4	65,200.	81,700.		19,047.	500.	166,447.
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI)						
11 Total support. Add lines 7 through 10						166,447.
12 Gross receipts from related activities, etc (see instructions)					12	9,385.
13 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here ▶ <input type="checkbox"/>						

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

14 Public support percentage for 2014 (line 6, column (f) divided by line 11, column (f))	14	100.00	%
15 Public support percentage from 2013 Schedule A, Part II, line 14	15		%
16a 33 1/3% support test - 2014. 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 ▶ <input checked="" type="checkbox"/>			
b 33 1/3% support test - 2013. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/>			
17a 10% -facts-and-circumstances test - 2014. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/>			
b 10% -facts-and-circumstances test - 2013. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/>			
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 ▶ <input type="checkbox"/>			

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

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

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ►	(a) 2010	(b) 2011	(c) 2012	(d) 2013	(e) 2014	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
<b>2</b> Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
<b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513						
<b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
<b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge						
<b>6 Total.</b> Add lines 1 through 5						
<b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons						
<b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
<b>c</b> Add lines 7a and 7b						
<b>8 Public support.</b> (Subtract line 7c from line 6)						

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ►	(a) 2010	(b) 2011	(c) 2012	(d) 2013	(e) 2014	(f) Total
<b>9</b> Amounts from line 6						
<b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
<b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
<b>c</b> Add lines 10a and 10b						
<b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
<b>12</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
<b>13 Total support.</b> (Add lines 9, 10c, 11, and 12.)						
<b>14 First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here. <span style="float: right;">► <input type="checkbox"/></span>						

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

<b>15</b> Public support percentage for 2014 (line 8, column (f) divided by line 13, column (f))	<b>15</b>	%
<b>16</b> Public support percentage from 2013 Schedule A, Part III, line 15	<b>16</b>	%

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

<b>17</b> Investment income percentage for 2014 (line 10c, column (f) divided by line 13, column (f))	<b>17</b>	%
<b>18</b> Investment income percentage from 2013 Schedule A, Part III, line 17	<b>18</b>	%

- 19a 33 1/3% support tests - 2014.** 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 - 2013.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization. ►
- 20 Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions. ►

**Part IV Supporting Organizations**

(Complete only if you checked a box on line 11 of Part I. If you checked 11a of Part I, complete Sections A and B. If you checked 11b of Part I, complete Sections A and C. If you checked 11c of Part I, complete Sections A, D, and E. If you checked 11d of Part I, complete Sections A and D, and complete Part V.)

**Section A. All Supporting Organizations**

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? If "No" describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2)		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer (b) and (c) below.		
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? If "Yes," describe in Part VI when and how the organization made the determination.		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? If "Yes," explain in Part VI what controls the organization put in place to ensure such use		
4a Was any supported organization not organized in the United States ("foreign supported organization")? If "Yes" and if you checked 11a or 11b in Part I, answer (b) and (c) below		
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations		
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.		
5a Did the organization add, substitute, or remove any supported organizations during the tax year? If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed, (ii) the reasons for each such action, (iii) the authority under the organization's organizing document authorizing such action, and (iv) how the action was accomplished (such as by amendment to the organizing document)		
b <b>Type I or Type II only.</b> Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c <b>Substitutions only.</b> Was the substitution the result of an event beyond the organization's control?		
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (a) its supported organizations, (b) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (c) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? If "Yes," provide detail in Part VI.		
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in IRC 4958(c)(3)(C)), a family member of a substantial contributor, or a 35-percent controlled entity with regard to a substantial contributor? If "Yes," complete Part I of Schedule L (Form 990)		
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? If "Yes," complete Part I of Schedule L (Form 990)		
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? If "Yes," provide detail in Part VI.		
b Did one or more disqualified persons (as defined in line 9(a)) hold a controlling interest in any entity in which the supporting organization had an interest? If "Yes," provide detail in Part VI.		
c Did a disqualified person (as defined in line 9(a)) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? If "Yes," provide detail in Part VI.		
10a Was the organization subject to the excess business holdings rules of IRC 4943 because of IRC 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? If "Yes," answer (b) below.		
b Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to determine whether the organization had excess business holdings)		

**Part IV Supporting Organizations** (continued)

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

**Section B. Type I Supporting Organizations**

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

**Section C. Type II Supporting Organizations**

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

**Section D. Type III Supporting Organizations**

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

**Section E. Type III Functionally-Integrated Supporting Organizations**

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

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

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

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

2 Activities Test. Answer (a) and (b) below.

	Yes	No
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.		
b Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.		

3 Parent of Supported Organizations. Answer (a) and (b) below.

a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? Provide details in Part VI.		
b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.		

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

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

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	<b>Adjusted Net Income</b> (subtract lines 5, 6 and 7 from line 4)	8	
Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	<b>Total</b> (add lines 1a, 1b, and 1c)	1d	
e	<b>Discount</b> claimed for blockage or other factors (explain in detail in Part VI)		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d	3	
4	Cash deemed held for exempt use Enter 1-1/2% of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by .035	6	
7	Recoveries of prior-year distributions	7	
8	<b>Minimum Asset Amount</b> (add line 7 to line 6)	8	
Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1	
2	Enter 85% of line 1	2	
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3	
4	Enter greater of line 2 or line 3	4	
5	Income tax imposed in prior year	5	
6	<b>Distributable Amount.</b> Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally-integrated Type III supporting organization (see instructions)		

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

Section D - Distributions	Current Year
1 Amounts paid to supported organizations to accomplish exempt purposes	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	
4 Amounts paid to acquire exempt-use assets	
5 Qualified set-aside amounts (prior IRS approval required)	
6 Other distributions (describe in Part VI) See instructions	
7 <b>Total annual distributions.</b> Add lines 1 through 6	
8 Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI) See instructions	
9 Distributable amount for 2014 from Section C, line 6	
10 Line 8 amount divided by Line 9 amount	

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2014	(iii) Distributable Amount for 2014
1 Distributable amount for 2014 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2014 (reasonable cause required-see instructions)			
3 Excess distributions carryover, if any, to 2014			
a			
b			
c			
d			
e From 2013			
f <b>Total</b> of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2014 distributable amount			
i Carryover from 2009 not applied (see instructions)			
j Remainder Subtract lines 3g, 3h, and 3i from 3f			
4 Distributions for 2014 from Section D, line 7 \$			
a Applied to underdistributions of prior years			
b Applied to 2014 distributable amount			
c Remainder. Subtract lines 4a and 4b from 4.			
5 Remaining underdistributions for years prior to 2014, if any Subtract lines 3g and 4a from line 2 (if amount greater than zero, see instructions)			
6 Remaining underdistributions for 2014 Subtract lines 3h and 4b from line 1 (if amount greater than zero, see instructions)			
7 <b>Excess distributions carryover to 2015.</b> Add lines 3j and 4c			
8 Breakdown of line 7:			
a			
b			
c			
d Excess from 2013			
e Excess from 2014			



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

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No 1545-0047

**2014**

Open to Public  
Inspection

Name of the organization

**CHOICE SCHOOLS ASSOCIATION**

Employer identification number

**27-3184441**

**FORM 990-EZ, PART I, LINE 16, OTHER EXPENSES:**

**DESCRIPTION OF OTHER EXPENSES:**

**AMOUNT:**

**MEALS & ENTERTAINMENT**

**416.**

**FORM 990-EZ, PART II, LINE 24, OTHER ASSETS:**

**DESCRIPTION**

**BEG. OF YEAR**

**END OF YEAR**

**ACCOUNTS RECEIVABLE**

**4,200.**

**0.**

**FORM 990-EZ, PART III, PRIMARY EXEMPT PURPOSE - THE ASSOCIATION EXISTS TO**

**SERVE STUDENTS AND PARENTS BY ACTIVELY PROMOTING QUALITY IN SCHOOLS AND**

**WORKING TO EMPOWER PARENTS TO HAVE EQUAL ACCESS TO GREAT SCHOOLS FOR**

**THEIR CHILDREN. THE ASSOCIATION'S GUIDING PRINCIPLES INCLUDE THE**

**FOLLOWING: 1) SCHOOL QUALITY IS OF CRITICAL IMPORTANCE; 2) FUNDING**

**SHOULD FOLLOW THE CHILD; 3) SCHOOLS AUTONOMY MUST BE PRESERVED; 4)**

**FACULTY SUCCESS SHOULD BE MEASURED BY STUDENT LEARNING AND DEVELOPMENT,**

**AND 5) ALL PARENTS SHOULD HAVE THE RIGHT TO CHOOSE.**

**FORM 990-EZ, PART III, LINE 29, PROGRAM SERVICE ACCOMPLISHMENTS:**

**INITIATED A COMMUNICATIONS STRATEGY TO IDENTIFY A**

**COMMUNICATIONS POINT PERSON, COMMUNICATE WHO THE**

**ORGANIZATION IS, MAINTAIN A PROFESSIONAL APPEARANCE ON THE**

**ORGANIZATIONS WEBSITE AND ASSIST MEMBER SCHOOLS WITH MEDIA**

**INTERACTIONS.**

**FORM 990-EZ, PART V, INFORMATION REGARDING PERSONAL BENEFIT CONTRACTS:**

**THE ORGANIZATION DID NOT, DURING THE YEAR, RECEIVE ANY FUNDS, DIRECTLY,**

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

Schedule O (Form 990 or 990-EZ) (2014)

432211  
08-27-14

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

**Supplemental Information to Form 990 or 990-EZ**

OMB No 1545-0047

**2014**

Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.  
▶ Attach to Form 990 or 990-EZ.  
▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

Name of the organization

**CHOICE SCHOOLS ASSOCIATION**

Employer identification number

**27-3184441**

OR INDIRECTLY, TO PAY PREMIUMS ON A PERSONAL BENEFIT CONTRACT.

THE ORGANIZATION, DID NOT, DURING THE YEAR, PAY ANY PREMIUMS, DIRECTLY,

OR INDIRECTLY, ON A PERSONAL BENEFIT CONTRACT.

Multiple horizontal lines for providing additional information.

1 BYLAWS

2 OF

3 *The Choice Schools Association*

4 ARTICLE I. THE CORPORATION

5 Section 1.1. Authority.

6 *The Choice Schools Association* (the "Corporation") is a non-stock, not-for-  
7 profit corporation organized under the laws of the State of Wisconsin. Except as  
8 otherwise provided in the Articles of Incorporation of the Corporation (the  
9 "Articles"), the Corporation shall have all the authority necessary to achieve its  
10 purposes and shall be permitted to do all things that can be done by a non-stock, not-  
11 for-profit corporation organized under the laws of the State of Wisconsin.

12 Section 1.2 Corporate Offices.

13 The Corporation shall have and continuously maintain in this State a principal  
14 office and a registered agent whose office address may be, but need not be, identical  
15 with such principal office. The Corporation may have other offices within or without  
16 the State of Wisconsin, as the Board of Directors may determine.

17 Section 1.3 Purposes.

18 The School Association exists to serve students and parents by actively  
19 promoting quality in school and working to empower all parents to have equal access to  
20 great schools for their children. The Corporation is organized and shall be operated  
21 exclusively for charitable, educational and research purposes (within the meaning of  
22 Internal Revenue Code Section 501(c)(3)).

23 Section 1.4 Guiding Principles.

24 School quality is of critical importance.

25 The Corporation serves students, parents and schools by actively promoting  
26 school quality. The Corporation supports the closure of bad schools, the improvement  
27 of good schools, and the expansion of great schools. Association schools must be in a  
28 state of constant improvement.

1           **Funding should follow the child.**

2           Public per pupil funding must be equitable and adequate to sustain quality  
3 educational opportunities for all children. School programs should tie dollars to  
4 students so that good schools are rewarded and bad schools are not.

5           **School autonomy must be preserved.**

6           We understand schools serve a broad spectrum of individual learners. Therefore,  
7 success in education must take many forms. School diversity affords better opportunity  
8 to meet the needs of parents and students.

9           **Faculty success should be measured by student learning and development.**

10          Schools must have the ability to attract, reward, retain or dismiss principals  
11 and teachers based on their content expertise and success in the classroom, not on  
12 whether they hold traditional teacher/administrator certificates or tenure.

13          **All parents should have the right to choose.**

14          Ensuring all children have equal access to safe, high-quality educational  
15 options is critical to the future of our children, our communities, and our nation.  
16 Therefore, it is necessary to have a climate that ignites and nurtures the growth of  
17 quality educational options for children, empowering parents to make the best  
18 educational choice for their children.

19          **Parental choice and self-governing is preferred to state-government**

20 **regulations:**

21          Parent choice and self-governance (via oversight through nationally recognized  
22 accreditation agencies, public financial audits and private reporting) is preferred to  
23 state-government regulations. Therefore, we support meaningful public transparency  
24 regarding school performance results and operations, rather than unnecessary state-  
25 government regulation.

1 ARTICLE II. MEMBERS.

2 Section 2.1 Membership.

3 The Corporation shall have members and said members shall have rights,  
4 privileges and responsibilities as stated in these bylaws.

5 Section 2.2 Eligibility for Membership.

6 All schools or organizations meeting current membership eligibility are  
7 eligible to become members of the Corporation. Said corporate members may have one  
8 official representative per school it operates. Each representative must be an  
9 individual who holds a leadership position in his/her school.

10 Section 2.3 Member Rights.

- 11 A. Ask for and receive information about proposed and enacted legislation.  
12 B. Raise their voices about key issues as an association, through agreed-  
13 upon advocacy and communications strategies, and individually, through  
14 open dialogue that provides the perspective of their schools.  
15 C. Receive voting privileges on issues brought before the membership that  
16 require membership approval.  
17 D. Registered members shall have the right to designate a voting proxy that  
18 will exercise that voting privilege in the absence of the member.

19 Section 2.4 Member Responsibility.

- 20 A. Work collaboratively with all stakeholders and educators toward our  
21 stated Purpose in a way that is aligned with our Guiding Principles.  
22 B. Share annual progress reports with the public through the board-adopted  
23 mechanism (i.e. report card).  
24 C. Participate in aligned advocacy and communications efforts.  
25 D. Collaborate with each other to achieve educational and operational  
26 quality standards according to an agreed-upon plan.  
27 E. Pay dues to help off-set the cost of work on their behalf.  
28 F. Membership dues will be paid annually in January of each year.

ARTICLE III. BOARD OF DIRECTORS.

Section 3.1 Powers.

Subject to the limitations of the Articles, these Bylaws and state and federal law, the affairs of the Corporation shall be managed by or under the direction of its Board of Directors.

The Board of Directors shall have full power and authority to perform any and every lawful act deemed necessary or proper to carry out the purposes of the Corporation. The Board of Directors shall have the power to enact, maintain and enforce, and amend, alter and repeal, all suitable lawful rules and regulations for the governance of the Corporation and perform other acts not inconsistent with state and federal law, these Bylaws, or the Articles.

Section 3.2 Number, Terms, Election and Vacancies.

(a) Number. The business and affairs of the Corporation shall be governed by a Board of Directors consisting of at least eleven (11), but no more than fifteen (15) individuals. Eight (8) of the Board Directors shall be school leaders selected by the general membership. The remaining members shall be selected by the Board of Directors. These Board Directors shall be individuals committed to strengthening the School Choice concept. The number of directors may be increased or decreased by amendment of these Bylaws as may be adopted by the Board of Directors, but no decrease shall have the effect of shortening the term of an incumbent director.

(b) Initial Directors. As determined by the Board of Directors at its initial meeting, one third of such initial directors shall serve a term of two (2) years, and one third of such initial directors shall serve a term of one (1) year.

(c) Term of Office. Successor directors shall serve terms of three (3) years, or until their successors have been elected. Terms shall begin following the annual meeting at which such directors are elected. Directors may be re-elected for one three year term after which they must step down from board service. Individuals

1 who have served six years on the board may be re-elected to the board after one year  
2 of absence from the board. Term limits apply to all board directors.

3 (d) Method of Election. The eight(8) Board Directors that come from the  
4 membership shall be elected at the annual meeting of the Corporation by an affirmative  
5 vote of a majority of *the membership as noted in the membership roster*. The Board of  
6 Directors shall establish an ad hoc nominations committee two months before the annual  
7 meeting to seek nominees for board selection. The nominations committee shall  
8 establish a selection criterion that will ensure fair and equitable representation  
9 from the membership. The list of eligible nominees for board election will be approved  
10 by the board of directors before presented to the full membership for election.  
11 Nominees shall be nominated from the list of official representatives from the  
12 membership roster. At the annual meeting the Board of Directors shall appoint the non-  
13 membership directors. The same nomination committee preparing the slate of nominees  
14 for the eight (8) positions shall also prepare a list of individuals that shall be  
15 considered for board appointment.

16 (e) Resignation or Removal. A director of the *Association* may resign at any  
17 time by filing a written resignation with the Secretary. Further, the Board of  
18 Directors or membership as a whole may remove a director from office, with or without  
19 cause, upon the affirmative vote of two-thirds of all other directors then in office  
20 or registered members.

21 (f) Vacancy. A vacancy on the board of directors, occurring by reason of  
22 death, incapacity, removal or resignation, or for any reason other than by expiration  
23 of a director's term, shall be filed by the board for the unexpired portion of the  
24 director's term.

25 Section 3.3 Committees.

26 The Board of Directors is empowered to establish such committees and appoint  
27 such committee chairpersons as it shall deem appropriate for the conduct of the  
28 business of the Corporation. Each committee shall consist of sufficient board

1 director to fulfill the committee's charge, plus such other individuals (who may or  
2 may not be members of the Corporation as may be determined and appointed by the board.

3 Section 3.4 Meetings, Notice, Quorum, Voting.

4 (a) Annual, Regular and Special Meetings. There shall be an annual meeting  
5 of the Board of Directors at such place and time as may be designated by the board.

6 Regular meetings other than the annual meeting shall be held at such places and times  
7 as the board may determine. Special meetings of the Board of Directors may be called  
8 by the Chair or a majority of the directors then in office.

9 (b) Notice. Notice of the date, time and place of any meeting shall be given  
10 by oral or written notice delivered personally to each director at least twenty-four  
11 (24) hours prior thereto, or by written notice transmitted to each director by mail,  
12 email or fax at least seventy-two (72) hours prior thereto, unless a different time  
13 shall be required by Chapter 181 of the Wisconsin Statutes. If mailed, such notice  
14 shall be deemed to be delivered when deposited in the United States mail addressed to  
15 a director at his or her address as it appears on the records of the Corporation, with  
16 postage thereon prepaid. The attendance of a director at a meeting shall constitute a  
17 waiver of notice of such meeting, except where a director attends the meeting for the  
18 express purpose of objecting to the transaction of any business because the meeting is  
19 not lawfully called or convened.

20 (c) Participation by Electronic Means. Any one or more directors may  
21 participate in, and shall be deemed present at, any meeting conducted by means of  
22 communication whereby either: (i) all participating directors may simultaneously hear  
23 each other during the meeting, or (ii) all communication during the meeting is  
24 immediately transmitted to each participating director, and each participating  
25 director is able to immediately send messages to all other participating directors.  
26 Board directors will be permitted to submit a vote on matters presented via email  
27 provided all directors simultaneously receive the email and when voting, directors  
28 reply in a manner that all receive a copy of the email containing his/her vote.

1 (d) Quorum. A majority of directors then in office shall constitute a quorum  
2 of the board, but a majority of the directors present at a meeting, though less than  
3 such quorum, may adjourn the meeting from time to time without further notice.

4 (e) Action. At each meeting of the Board of Directors, each director shall  
5 be entitled to cast one (1) vote on all matters presented to the board for its  
6 approval. The act of a majority of directors in attendance at a meeting at which a  
7 quorum is present shall be the act of the board, except to the extent that a greater  
8 number is required by law, the Articles or these Bylaws. Voting by proxy shall not be  
9 permitted.

10 Section 3.5 Informal Action by Directors.

11 Any action which may be taken at a meeting of the Board of Directors, or of any  
12 committee of the Board of Directors, also may be taken without a meeting if a consent  
13 in writing, setting forth the action so taken, shall be signed by all the directors or  
14 committee members then serving who are entitled to vote with respect to the subject  
15 matter thereof, as the case may be. Any consent signed by all the directors or all  
16 the members of the committee shall have the same effect as a unanimous vote, and may  
17 be stated as such in any document filed with the Wisconsin Department of Financial  
18 Institutions or any other office.

19 Section 3.6 Reimbursement of Expenses.

20 Upon resolution of the Board of Directors, any one or more directors may  
21 receive, upon written request therefore in accordance with Section 181.0874 of the  
22 Wisconsin Nonstock Corporation Law, reimbursement for reasonable expenses incurred on  
23 behalf of the Association. Except as specifically provided in these Bylaws, no  
24 director shall receive any other compensation or reimbursement for his or her services  
25 as a director.

ARTICLE IV. OFFICERS.

Section 4.1 Selection, Term, Resignation and Removal of Officers.

(a) Officers. The officers of the Corporation shall consist of a Chair, a Secretary and a Treasurer. Any two or more offices may be held by the same person.

(b) Election and Term. The initial officers of the Corporation shall be elected by the Board of Directors contemporaneously with the adoption of these Bylaws. Successor officers shall be elected by a majority vote of the Board of Directors at each annual meeting of the Corporation. Officers shall serve terms of one (1) year.

~~Terms shall begin on January 1 following the annual meeting at which such officers are~~ elected. Officers shall be elected by the board from among those individuals who have been elected to serve as the directors of the Corporation for such time period. Any officer may serve an unlimited number of consecutive terms in the same office as long as they are members of the Board of Directors.

(c) Resignation or Removal. Any officer may resign at any time by filing a written resignation with the Secretary. Any officer may be removed with or without cause upon the affirmative vote of a majority of directors then in office.

(d) Vacancy. In case of a vacancy in any office, by resignation or for any other reason, the Board of Directors shall fill such vacancy for the unexpired portion of the term.

Section 4.2 Duties.

(a) Chair. The Chair shall preside at all meetings of the Board of Directors, and shall perform all business and duties customarily pertaining to the office of the Chair and such other duties as he or she may be directed to perform by resolution or majority vote of the Board of Directors.

(b) Secretary. The Secretary shall ensure that minutes are kept with respect to all proceedings of the Board of Directors. The Secretary shall perform such additional duties as may customarily pertain to the office of Secretary, or as may be directed by the Chair or the Board of Directors.

1 (c) Treasurer. The Treasurer shall oversee the receipt and deposit of all  
2 funds of the Corporation in the depository institution(s) selected by the Board of  
3 Directors.

4 ARTICLE V. INDEMNIFICATION OF OFFICERS, DIRECTORS AND OTHERS.

5 Section 5.1 Indemnification.

6 The Corporation shall, to the maximum extent permitted under the Wisconsin  
7 nonstock corporation law, as amended, indemnify against liability and allow reasonable  
8 expenses of any person who was or is a party or threatened to be made a party to any  
9 threatened, pending or completed action, suit or proceeding, whether civil, criminal,  
10 administrative or investigative, by reason of the fact that he or she is or was a  
11 director, officer, employee or agent of or volunteered services to the Corporation, or  
12 is or was serving at the request of the Corporation as a director, officer, employee  
13 or agent of any committee or of any other corporation or enterprise. Such right of  
14 indemnification shall inure to the benefit of the heirs, executors, administrators and  
15 personal representatives of such a person.

16 Section 5.2 Supplementary Benefits.

17 The Corporation may supplement the right of indemnification under Section 5.1  
18 by the purchase of insurance, indemnification agreements, and advances for related  
19 expenses of any person indemnified.

20 ARTICLE VI. CORPORATION SEAL.

21 Section 6.1 Corporate Seal.

22 The Corporation shall not have a corporate seal.

23 ARTICLE VII. CORPORATE ACTS, LOANS AND DEPOSITS

24 Section 7.1 Corporation Fiscal Year.

25 The fiscal year of the Corporation will be from January 1 through December 31  
26 annually.

27 Section 7.2 Execution of Contracts and Instruments.

1 Except as otherwise provided in these Bylaws, the Board of Directors may  
2 authorize any officer or officers, agent or agents, to enter into any contract or  
3 execute and deliver any instruments in the name of and on behalf of the Corporation,  
4 and such authorization may be general or confined to specific instances. Except as so  
5 authorized, or as otherwise expressly provided in these Bylaws, no director, officer,  
6 agent or employee shall have any power or authority to bind the Corporation by any  
7 contract or engagement or to pledge its credit or to render it liable for any purpose  
8 in any amount.

9 Section 7.3 Loans.

10 No funded indebtedness shall be contracted on behalf of the Corporation and no  
11 evidences of such indebtedness shall be issued in its name unless authorized by a  
12 resolution of the Board of Directors. Such authority may be general or confined to  
13 specific instances.

14 Section 7.4 Deposits.

15 All funds of the Corporation, not otherwise employed, or subject to immediate  
16 distribution, shall be deposited from time to time to the credit of the Corporation in  
17 such banks, savings and loan associations, trust companies or other depositories as  
18 the Board of Directors may select.

19 ARTICLE VIII. AMENDMENTS.

20 Section 8.1 Amendments.

21 These Bylaws may be repealed or amended or new Bylaws adopted upon the  
22 affirmative vote of a majority of members of the Corporation listed on the roster at  
23 the time of the resolution to amend the bylaws, at any special meeting of the  
24 membership of the Corporation called for that purpose or at any annual or regular  
25 meeting of the Corporation. Any repeal or amendment of these Bylaws, or adoption of  
26 new Bylaws, shall be consistent with the requirements imposed upon organizations  
27 exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code of  
28 1986, as amended.

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First Adoption of Bylaws: 12/6/2013

Attested to by: Secretary of the Board