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Form 990

Return of Organization Exempt From Income Tax

OMB No 1545-0047

2017

Open to Public Inspection

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 and its instructions is at [www.irs.gov/form990](#)

Department of the Treasury
Internal Revenue Service

Form 990

Return of Organization Exempt From Income Tax

OMB No 1545-0047

2017

Open to Public Inspection

A For the 2017 calendar year, or tax year beginning 07-01-2017 , and ending 06-30-2018

B Check if applicable

C Name of organization

D Employer identification number

E Telephone number

F Name and address of principal officer

G Gross receipts \$ 7,104,855

H(a) Is this a group return for subordinates?

H(b) Are all subordinates included?

H(c) Group exemption number

I Tax-exempt status

J Website: WWW.QUALITYCHARTERS.ORG

K Form of organization

L Year of formation 2000

M State of legal domicile CO

Part I Summary

1 Briefly describe the organization's mission or most significant activities

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)

4 Number of independent voting members of the governing body (Part VI, line 1b)

5 Total number of individuals employed in calendar year 2017 (Part V, line 2a)

6 Total number of volunteers (estimate if necessary)

7a Total unrelated business revenue from Part VIII, column (C), line 12

7b Net unrelated business taxable income from Form 990-T, line 34

8 Contributions and grants (Part VIII, line 1h)

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

10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)

11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)

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

13 Grants and similar amounts paid (Part IX, column (A), lines 1–3)

14 Benefits paid to or for members (Part IX, column (A), line 4)

15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)

16a Professional fundraising fees (Part IX, column (A), line 11e)

16b Total fundraising expenses (Part IX, column (D), line 25)

17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)

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

19 Revenue less expenses Subtract line 18 from line 12

20 Total assets (Part X, line 16)

21 Total liabilities (Part X, line 26)

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

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

Signature of officer

GREG RICHMOND PRESIDENT AND CEO

Print/Type preparer's name

Preparer's signature

Date

Check if self-employed

PTIN

Firm's name

Firm's EIN

Firm's address

Phone no

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

For Paperwork Reduction Act Notice, see the separate instructions.

Cat No 11282Y

Form 990 (2017)

Part III Statement of Program Service AccomplishmentsCheck if Schedule O contains a response or note to any line in this Part III ☒**1** Briefly describe the organization's mission

TO PROMOTE THE ESTABLISHMENT AND OPERATION OF QUALITY CHARTER SCHOOLS THROUGH OVERSIGHT IN THE PUBLIC INTEREST IN ALIGNMENT WITH NACSAS MISSION STATEMENT, THE INTENDED IMPACT OF PROGRAMMING AND ACTIVITIES IS TO DEVELOP QUALITY AUTHORIZING ENVIRONMENTS THAT LEAD TO A GREATER NUMBER OF QUALITY CHARTER 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 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 \$ 1,854,805 including grants of \$) (Revenue \$ 1,106,255)
See Additional Data

4b (Code) (Expenses \$ 1,099,212 including grants of \$) (Revenue \$)
See Additional Data

4c (Code) (Expenses \$ 1,055,730 including grants of \$) (Revenue \$)
See Additional Data

(Code) (Expenses \$ 1,310,117 including grants of \$ 115,000) (Revenue \$ 200,750)

HUMAN CAPITAL - SUBGRANTS NACSA RECOGNIZES THE IMPACT OF HUMAN CAPITAL NEEDS OF THE NATION'S CHARTER SCHOOL AUTHORIZERS ON THE OVERALL IMPROVEMENT OF QUALITY IN THE SECTOR. NACSA'S TALENT AND ENGAGEMENT INITIATIVES WORK TO INCREASE THE NUMBER OF QUALITY INDIVIDUALS ENTERING THE FIELD, TO CULTIVATE AND DEVELOP HIGH- POTENTIAL TALENT ALREADY WORKING IN AUTHORIZING, AND TO BUILD A POWERFUL NETWORK OF CURRENT AND FUTURE EFFECTIVE LEADERS TO HELP RETAIN THEM IN THE SECTOR. NACSA'S INITIATIVES IN THESE AREAS INCLUDE ITS LEADERS PROGRAM, REGIONAL MEETINGS AND A VARIETY OF WEBINARS. WITH A GRANT FROM A PRIVATE FOUNDATION, NACSA WAS ABLE TO AWARD SUB-GRANTS TO ORGANIZATIONS REPRESENTING CITIES ENGAGED IN A DISTRICT-CHARTER COLLABORATION COMPACT PROGRAM (COMPACT PROGRAM). THESE ONE-TIME, LUMP SUM GRANTS WERE AWARDED TO EACH CITY BASED ON COMPLETION OF A COMPACT AGREEMENT BETWEEN THE LOCAL SCHOOL DISTRICT AND ITS CHARTER SCHOOLS ALONG WITH THE SUBMISSION OF AN APPROVED APPLICATION. FOR FISCAL YEAR ENDED JUNE 30, 2018, 115,000 IN SUB-GRANTS UNDER THIS PROGRAM WAS AWARDED. FOR FISCAL YEAR ENDED JUNE 30, 2017, THERE WERE NO SUB-GRANTS AWARDED. INVESTMENTS MADE UNDER THIS PROGRAM ARE TARGETED TO ACTIVITIES SUPPORTING THE OBJECTIVES OF THE DISTRICT'S COMPLETED COMPACT. APPLICANTS WERE EVALUATED IN TERMS OF THEIR PROPOSAL'S ALIGNMENT WITH THE GOALS OF THE COMPACT PROGRAM, POTENTIAL FOR IMPACT ON COMPACT PROGRAM OBJECTIVES, LEVEL OF DETAIL IN PROJECT PLAN, AS WELL AS CLARITY AROUND GOALS, DELIVERABLES AND MEASURES OF SUCCESS. ANNUAL CONFERENCE NACSA HOSTS ITS OWN ANNUAL CONFERENCE EACH FALL FEATURING NATIONALLY RECOGNIZED KEYNOTE AND PLenary SPEAKERS AND A CHOICE OF MORE THAN 40 HIGHLY INTERACTIVE AND PRACTICE-ORIENTED WORKSHOPS DEVELOPED BY AND FOR CHARTER AUTHORIZERS AND FOCUSED ON ISSUES OF TOPICAL IMPORTANCE TO ALL WHO ARE DEDICATED TO ADVANCING CHARTER SCHOOLS. MEMBERSHIP NACSA WAS FOUNDED BY AND CONTINUES TO SERVE A DIVERSE ARRAY OF AUTHORIZING AGENCIES INCLUDING STATE EDUCATION AGENCIES, SCHOOL DISTRICTS, COLLEGES AND UNIVERSITIES, SPECIAL PURPOSE OR INDEPENDENT CHARTERING BOARDS, MUNICIPALITIES, AND PRIVATE NOT-FOR-PROFIT ORGANIZATIONS. SEVERAL ACTIVE AND FORMER AUTHORIZERS SERVE ALONG WITH NON-AUTHORIZERS ON THE NACSA BOARD OF DIRECTORS. NACSA PUBLISHES ISSUE BRIEFS, CASE STUDIES, AND MONOGRAPHS. NACSA ALSO HOSTS A WEBINAR SERIES, CREATES OPPORTUNITIES FOR SHARED LEARNING VIA VIRTUAL COHORTS, AND FACILITATES MEETINGS THAT BRING TOGETHER MEMBERS TO DISCUSS SPECIAL TOPICS OF COMMON CONCERN. MEMBER FEEDBACK IS ALSO SOLICITED THROUGHOUT THE YEAR AND NACSA CONTINUES TO FIND WAYS TO FACILITATE SHARING AND DIALOGUE AMONG MEMBERS. MEMBERS ARE ALSO CONNECTED TO OTHER NACSA DIVISIONS IF THEY SEEK ADDITIONAL KNOWLEDGE OR ARE LOOKING FOR MORE CUSTOMIZED RESOURCES.

4d Other program services (Describe in Schedule O)
(Expenses \$ 1,310,117 including grants of \$ 115,000) (Revenue \$ 200,750)

4e Total program service expenses **▶** 5,319,864

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 Yes	
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	No
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 for escrow or custodial account liability, 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	No
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, line 10? 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 Yes	
12a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII	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 and XII 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, Parts I and IV	14b	No
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts 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 other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts 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 (see instructions)	17	No
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	No
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

Part IV Checklist of Required Schedules (continued)

	Yes	No
20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>		No
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	Yes	
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>		No
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	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? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>		No
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>		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? <i>If "Yes," complete Schedule L, Part I</i>		No
26 Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If "Yes," complete Schedule L, Part II</i>		No
27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>		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? <i>If "Yes," complete Schedule L, Part IV</i>		No
b A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>		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 direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i>		No
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>		No
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>		No
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		No
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>		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? <i>If "Yes," complete Schedule R, Part I</i>		No
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>	Yes	
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?		No
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>		
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>		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? <i>If "Yes," complete Schedule R, Part VI</i>		No
38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O	Yes	

Part V Statements Regarding Other IRS Filings and Tax ComplianceCheck if Schedule O contains a response or note to any line in this Part V ☐

		Yes	No
1a	Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable.	85	
b	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable.	0	
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c	
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return.	32	
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions).	2b	Yes
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a	Yes
b	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in Schedule O.	3b	Yes
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a	No
b	If "Yes," enter the name of the foreign country: _____ See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
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 as charitable contributions?	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	No
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b	
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c	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. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8	
9a	Did the sponsoring organization make any taxable distributions under section 4966?	9a	
b	Did the sponsoring 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? Note. See the instructions for additional information the organization must report on Schedule O.	13a	
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans.	13b	
c	Enter the 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 or note to any line 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		
	If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O		
b	Enter the number of voting members included in line 1a, above, who are independent		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?		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?		No
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		No
5	Did the organization become aware during the year of a significant diversion of the organization's assets?		No
6	Did the organization have members or stockholders?	Yes	
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?	Yes	
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	Yes	
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
a	The governing body?	Yes	
b	Each committee with authority to act on behalf of the governing body?	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		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?		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?		
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?		No
b	Describe in Schedule O the process, if any, used by the organization to review this Form 990		
12a	Did the organization have a written conflict of interest policy? If "No," go to line 13	Yes	
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	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	Yes	
13	Did the organization have a written whistleblower policy?	Yes	
14	Did the organization have a written document retention and destruction policy?	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	Yes	
b	Other officers or key employees of the organization	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?		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?		

Section C. Disclosure

17 List the States with which a copy of this Form 990 is required to be filed: IL, CA

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 ☐ Other (explain in Schedule O)

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 during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records.
 ▶MICHAEL CERNAUSKAS CFO 105 WEST ADAMS STREET CHICAGO, IL 60603 (312) 376-2300

Part VII

Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII

☐

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, 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 organization compensated any current officer, director, or trustee

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(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			
(1) SCOTT PEARSON BOARD CHAIR	0.50	X		X				0	0	0
(2) MASHEA ASHTON VICE CHAIR	0.50	X		X				0	0	0
(3) STEVE CANAVERO TREASURER	0.50	X		X				0	0	0
(4) JOSE COLE-GUTIERREZ BOARD MEMBER	0.50	X						0	0	0
(5) FREDERICK HESS BOARD MEMBER	0.50	X						0	0	0
(6) SARA MEAD BOARD MEMBER	0.50	X						0	0	0
(7) JAMES MERRIMAN BOARD MEMBER	0.50	X						0	0	0
(8) HANNA SKANDERA BOARD MEMBER	0.50	X						0	0	0
(9) ROBBYN WAHBY BOARD MEMBER	0.50	X						0	0	0
(10) ALAN COVERSTONE - OUT GOING 9-21-2017 SE	0.50	X		X				0	0	0
(11) GREG RICHMOND PRESIDENT AN	40.00			X				282,143	0	47,065
(12) MICHAEL CERNAUSKAS CFO	40.00			X				158,815	0	32,851
(13) KRISTIN MILLER CHIEF OF STA	40.00				X			156,302	0	18,355
(14) MARCUS RAUSCH - VP RESEARCH AND EVALUATI	40.00					X		151,002	0	28,867
(15) KRISTEN FORBRIGER - VP EXTERNAL RELATIONS	40.00					X		149,855	0	19,025
(16) PHOEBE ANDERSON - VP DEVELOPMENT & OPERATION	40.00					X		130,844	0	32,771
(17) ELISA WESTAPHER - SR DIR AUTHORIZER ENGAGEMENT	40.00					X		123,563	0	17,043

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

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(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			
(18) SEAN CONLAN - SR DIR RESEARCH EVALUATION	40 00					X		107,817	0	17,977
1b Sub-Total ▶										
c Total from continuation sheets to Part VII, Section A ▶										
d Total (add lines 1b and 1c) ▶								1,260,341		213,954

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 ▶ 9

	Yes	No
3 Did the organization list any former officer, director or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		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? <i>If "Yes," complete Schedule J for such individual</i>	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? <i>If "Yes," complete Schedule J for such person</i>		No

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
PUBLIC IMPACT LLC 504 DOGWOOD DRIVE CHAPEL HILL, NC 27516	RESEARCH	246,528

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 ▶ 1

Part VIII

Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII ☐

Contributions, Gifts, Grants
and Other Similar Amounts

	(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514
1a Federated campaigns . . .	1a			
b Membership dues . . .	1b	227,775		
c Fundraising events . . .	1c			
d Related organizations	1d			
e Government grants (contributions)	1e	680,920		
f All other contributions, gifts, grants, and similar amounts not included above	1f	4,825,583		
g Noncash contributions included in lines 1a-1f \$ _____				
h Total. Add lines 1a-1f		5,734,278		

Program Service Revenue

	Business Code				
2a CONTRACT REVENUE	900099	1,106,255	1,106,255		
b CONFERENCE FEES	900099	200,750	200,750		
c _____					
d _____					
e _____					
f All other program service revenue					
g Total. Add lines 2a-2f		1,307,005			

Other Revenue

3 Investment income (including dividends, interest, and other similar amounts)		6,638			6,638
4 Income from investment of tax-exempt bond proceeds					
5 Royalties					
6a Gross rents	(i) Real	(ii) Personal			
	56,934				
b Less rental expenses	34,958				
c Rental income or (loss)	21,976				
d Net rental income or (loss)			21,976		21,976
7a Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other			
b Less cost or other basis and sales expenses					
c Gain or (loss)					
d Net gain or (loss)					
8a Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c) See Part IV, line 18	a				
b Less direct expenses	b				
c Net income or (loss) from fundraising events					
9a Gross income from gaming activities See Part IV, line 19	a				
b Less direct expenses	b				
c Net income or (loss) from gaming activities					
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					
b					
c					
d All other revenue					
e Total. Add lines 11a-11d					
12 Total revenue. See Instructions		7,069,897	1,307,005		28,614

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).

Check if Schedule O contains a response or note to any line 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 domestic organizations and domestic governments. See Part IV, line 21.	115,000	115,000		
2 Grants and other assistance to domestic individuals. See Part IV, line 22.	125	125		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, line 15 and 16.				
4 Benefits paid to or for members.				
5 Compensation of current officers, directors, trustees, and key employees.	692,256	82,410	601,890	7,956
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.	1,931,527	1,399,925	419,959	111,643
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions).	70,343	45,737	20,883	3,723
9 Other employee benefits.	293,541	190,860	87,145	15,536
10 Payroll taxes.	181,187	117,808	53,790	9,589
11 Fees for services (non-employees):				
a Management.	6,495	6,495		
b Legal.	3,929	1,060	2,869	
c Accounting.	46,895		46,895	
d Lobbying.	64,000	64,000		
e Professional fundraising services. See Part IV, line 17.				
f Investment management fees.				
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O).	1,333,671	1,301,409	32,262	
12 Advertising and promotion.	2,500		2,500	
13 Office expenses.	301,143	166,209	134,306	628
14 Information technology.	42,824	4,591	38,201	32
15 Royalties.				
16 Occupancy.	303,072		303,072	
17 Travel.	424,047	367,800	51,866	4,381
18 Payments of travel or entertainment expenses for any federal, state, or local public officials.				
19 Conferences, conventions, and meetings.	214,177	196,800	17,377	
20 Interest.				
21 Payments to affiliates.				
22 Depreciation, depletion, and amortization.	122,301	25,550	96,751	
23 Insurance.	15,178		15,178	
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O):				
a TRAINING	19,135	4,321	14,814	
b CAPACITY COST POOL		974,678	-1,016,887	42,209
c JOINT COST POOL	-34,958	255,086	-318,718	28,674
d				
e All other expenses				
25 Total functional expenses. Add lines 1 through 24e.	6,148,388	5,319,864	604,153	224,371
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ☐ if following SOP 98-2 (ASC 958-720)				

Part X Balance SheetCheck if Schedule O contains a response or note to any line in this Part IX ☐

				(A) Beginning of year		(B) End of year
Assets	1	Cash—non-interest-bearing		91,351	1	224,671
	2	Savings and temporary cash investments		4,564,739	2	3,437,211
	3	Pledges and grants receivable, net		686,590	3	2,244,549
	4	Accounts receivable, net		348,157	4	650,382
	5	Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L			5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions). 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		188,459	9	254,830
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D.	10a	934,208		
	b	Less: accumulated depreciation	10b	760,077		
				262,569	10c	174,131
	11	Investments—publicly traded securities			11	
	12	Investments—other securities. See Part IV, line 11			12	
	13	Investments—program-related. See Part IV, line 11			13	
	14	Intangible assets			14	
15	Other assets. See Part IV, line 11			15	675	
16	Total assets. Add lines 1 through 15 (must equal line 34)		6,141,865	16	6,986,449	
Liabilities	17	Accounts payable and accrued expenses		415,103	17	396,353
	18	Grants payable		34,720	18	9,637
	19	Deferred revenue		106,166	19	77,467
	20	Tax-exempt bond liabilities			20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D			21	
	22	Loans and other 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		18,839	25	14,446
	26	Total liabilities. Add lines 17 through 25		574,828	26	497,903
Net Assets or Fund Balances	Organizations that follow SFAS 117 (ASC 958), check here ☒ and complete lines 27 through 29, and lines 33 and 34.					
	27	Unrestricted net assets		1,350,580	27	1,405,118
	28	Temporarily restricted net assets		4,216,457	28	5,083,428
	29	Permanently restricted net assets			29	
	Organizations that do not follow SFAS 117 (ASC 958), 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		5,567,037	33	6,488,546	
34	Total liabilities and net assets/fund balances		6,141,865	34	6,986,449	

Part XI Reconciliation of Net AssetsCheck if Schedule O contains a response or note to any line in this Part XI ☐

1	Total revenue (must equal Part VIII, column (A), line 12)	1	7,069,897
2	Total expenses (must equal Part IX, column (A), line 25)	2	6,148,388
3	Revenue less expenses Subtract line 2 from line 1	3	921,509
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	5,567,037
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	
10	Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	6,488,546

Part XII Financial Statements and ReportingCheck if Schedule O contains a response or note to any line 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? If 'Yes,' check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis		No
b Were the organization's financial statements audited by an independent accountant? If 'Yes,' check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both ☒ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis	Yes	
c If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O	Yes	
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?		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		

Additional Data

Software ID:
Software Version:
EIN: 84-1553195
Name: NATIONAL ASSOCIATION OF CHARTER
SCHOOL AUTHORIZERS

Form 990 (2017)

Form 990, Part III, Line 4a:

TECHNICAL SUPPORT TECHNICAL SUPPORT SERVICES RANGE FROM PLANNING AND EVALUATION TO RESOURCE DEVELOPMENT TO DECISION MANAGEMENT PLANNING AND EVALUATION SERVICES PROVIDE AUTHORIZERS WITH A COMPREHENSIVE EVALUATION OF EXISTING PRACTICES AND GUIDANCE ON IMPROVING THOSE PRACTICES RESOURCE DEVELOPMENT INCLUDES POLICIES, PROTOCOLS, AND KEY CHARTERING TEMPLATES SUCH AS THE CHARTER CONTRACT IT ALSO INCLUDES GUIDANCE ON EFFECTIVE PRACTICES RELATED TO APPLICATION DECISION MAKING, SCHOOL MONITORING AND OVERSIGHT, PERFORMANCE MANAGEMENT, RENEWAL DECISION MAKING, AND SCHOOL CLOSURE DECISION MANAGEMENT SERVICES ALLOW AUTHORIZERS TO RELY ON NACSA TO DEVELOP AND MANAGE RIGOROUS, MERIT-BASED PROCESSES FOR KEY AUTHORIZER DECISIONS INCLUDING DECISIONS ABOUT WHETHER TO APPROVE NEW SCHOOL APPLICATIONS NACSA'S PURPOSE IS TO HELP AUTHORIZERS MAINTAIN HIGH STANDARDS AND PUBLIC ACCOUNTABILITY FOR CHARTER SCHOOLS WHILE RESPECTING THE AUTONOMY THAT IS AN ESSENTIAL COMPONENT OF THE CHARTER IDEA IN PURSUIT OF THAT GOAL, NACSA'S PRINCIPLES & STANDARDS OF QUALITY CHARTER AUTHORIZING (PRINCIPLES & STANDARDS) PROVIDE THE FOUNDATION FOR THE DELIVERY OF TECHNICAL SUPPORT SERVICES FIRST PUBLISHED IN 2004 AND REGULARLY UPDATED, THESE PROFESSIONAL STANDARDS ARE USED TO GUIDE AUTHORIZING PRACTICES ACROSS THE COUNTRY AND ARE REFERENCED IN STATE STATUTES NACSA'S PRINCIPLES & STANDARDS REFLECT BEST PRACTICES IDENTIFIED THROUGH YEARS OF EXPERIENCE IN WORKING WITH AUTHORIZING AGENCIES OF ALL TYPES AND SIZES ACROSS THE COUNTRY THE PRINCIPLES ARTICULATE CORE BELIEFS THAT UNDERGIRD QUALITY CHARTER SCHOOL AUTHORIZING, WHILE THE STANDARDS DESCRIBE ESSENTIAL AUTHORIZING RESPONSIBILITIES AND IMPORTANT ELEMENTS IN CARRYING THEM OUT THE PRINCIPLES & STANDARDS ARE A PRACTICAL GUIDE TO UNDERSTANDING AND FULFILLING THE CRITICAL RESPONSIBILITIES OF CHARTER SCHOOL AUTHORIZERS THESE GUIDELINES ARE DISSEMINATED AND SHARED WITH AUTHORIZERS, INFORM STATE AND FEDERAL LEGISLATION, AND SERVE AS THE BASIS FOR EVALUATION OF AUTHORIZER PRACTICES

Form 990, Part III, Line 4b:

POLICY AND COMMUNICATION NACSA ENGAGES PUBLIC OFFICIALS AND EDUCATION POLICY ORGANIZATIONS ACROSS THE NATION TO ADVANCE STRONG CHARTER SCHOOL AUTHORIZING POLICIES AND PRACTICES NACSA COLLABORATES WITH CHARTER AND EDUCATION POLICY ORGANIZATIONS TO PROVIDE DATA AND EVIDENCE TO INFLUENCE POLICYMAKERS AND PROMOTE POLICIES THAT IMPROVE OUTCOMES FOR STUDENTS AS AN INDEPENDENT VOICE FOR QUALITY CHARTER SCHOOL AUTHORIZING, NACSA ALSO SERVES AS A LEADERSHIP ORGANIZATION IN THE CHARTER SECTOR AND HELPS NATIONAL AND LOCAL MEDIA INTERPRET HOW EVENTS IN THE NEWS ARE IMPACTING CHARTER SCHOOL PERFORMANCE AND OVERSIGHT

Form 990, Part III, Line 4c:

RESEARCH AND EVALUATION NACSA'S RESEARCH FOCUSES ON IDENTIFYING AND TRACKING ACTIVE CHARTER AUTHORIZERS NATIONWIDE, ANALYZING THE ACADEMIC PERFORMANCE OF AUTHORIZER CHARTER SCHOOL PORTFOLIOS, INVESTIGATING THE IMPLEMENTATION OF CHARTER SCHOOL AUTHORIZING PRACTICES NATIONALLY, AND PURSUING RESEARCH THAT INFORMS NACSA'S POLICY AND ADVOCACY OBJECTIVES NACSA'S RESEARCH AND EVALUATION TEAM IS ALSO CHARGED WITH EVALUATING NACSA'S PROGRESS TOWARD ITS STRATEGIC PLAN GOALS

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

OMB No 1545-0047

2017

Open to Public Inspection

Name of the organization
NATIONAL ASSOCIATION OF CHARTER
SCHOOL AUTHORIZERS

Employer identification number
84-1553195

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 12, 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 (Form 990 or 990-EZ))
- 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 agricultural research organization described in **170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land grant college of agriculture See instructions Enter the name, city, and state of the college or university _____
- 10 ☐ 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)
- 11 ☐ An organization organized and operated exclusively to test for public safety See **section 509(a)(4).**
- 12 ☐ 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 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g
- 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- 10 above (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		
Total						

Part II

Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv), 170(b)(1)(A)(vi), and 170(b)(1)(A)(ix)

(Complete only if you checked the box on line 5, 7, 8, or 9 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) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
1	Gifts, grants, contributions, and membership fees received (Do not include any "unusual grant ")	6,380,541	2,195,099	6,910,428	4,437,264	5,734,278	25,657,610
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	6,380,541	2,195,099	6,910,428	4,437,264	5,734,278	25,657,610
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)						17,526,097
6	Public support. Subtract line 5 from line 4						8,131,513

Section B. Total Support							
Calendar year (or fiscal year beginning in) ►		(a)2013	(b)2014	(c)2015	(d)2016	(e)2017	(f)Total
7	Amounts from line 4	6,380,541	2,195,099	6,910,428	4,437,264	5,734,278	25,657,610
8	Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	34,398	33,474	29,150	40,834	63,572	201,428
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)	98,097	300				98,397
11	Total support. Add lines 7 through 10						25,957,435
12	Gross receipts from related activities, etc (see instructions)					12	6,130,746
13	First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here ► ☐						

Section C. Computation of Public Support Percentage		
14	Public support percentage for 2017 (line 6, column (f) divided by line 11, column (f))	14 31.330 %
15	Public support percentage for 2016 Schedule A, Part II, line 14	15 28.100 %
16a 33 1/3% support test—2017. 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—2016. 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 ▶ ☐		
17a 10%-facts-and-circumstances test—2017. 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 ▶ ☒		
b 10%-facts-and-circumstances test—2016. 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 ▶ ☐		
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 Section 509(a)(2)

(Complete only if you checked the box on line 10 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) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(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) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(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 VI.)						
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 section 501(c)(3) organization, check this box and **stop here** ► ☐

Section C. Computation of Public Support Percentage

15 Public support percentage for 2017 (line 8, column (f) divided by line 13, column (f))	15	
16 Public support percentage from 2016 Schedule A, Part III, line 15	16	

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2017 (line 10c, column (f) divided by line 13, column (f))	17	
18 Investment income percentage from 2016 Schedule A, Part III, line 17	18	

19a 33 1/3% support tests—2017. 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—2016. 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 12 of Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d 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? <i>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.</i>	1	
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>	2	
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer (b) and (c) below.</i>	3a	
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)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>	3b	
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>	3c	
4a Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes" and if you checked 12a or 12b in Part I, answer (b) and (c) below.</i>	4a	
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>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.</i>	4b	
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)? <i>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.</i>	4c	
5a Did the organization add, substitute, or remove any supported organizations during the tax year? <i>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).</i>	5a	
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?	5b	
c Substitutions only. Was the substitution the result of an event beyond the organization's control?	5c	
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>	6	
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>	7	
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>	8	
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))? <i>If "Yes," provide detail in Part VI.</i>	9a	
b Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>	9b	
c Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>	9c	
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>	10a	
b Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>	10b	

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? <i>If "Yes" to a, b, or c, provide detail in Part VI</i>		
	11a	
	11b	
	11c	

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? <i>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.</i>		
	1	
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? <i>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.</i>		
	2	

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)? <i>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).</i>		
	1	

Section D. All 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, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
	1	
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? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>		
	2	
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? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>		
	3	

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.		
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? <i>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.</i>		
	2a	
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? <i>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.</i>		
	2b	
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? <i>Provide details in Part VI.</i>		
	3a	
b Did the organization exercise a substantial degree of direction over the policies, programs and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>		
	3b	

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 (explain in Part VI) **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 Adjusted Net Income (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)	1		
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 Total (add lines 1a, 1b, and 1c)	1d		
e Discount 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 Minimum Asset Amount (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 Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)	6		
7 ☐ 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 Total annual distributions. 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 2017 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-2017	(iii) Distributable Amount for 2017
1 Distributable amount for 2017 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2017 (reasonable cause required-- explain in Part VI) See instructions			
3 Excess distributions carryover, if any, to 2017			
a			
b From 2013.			
c From 2014.			
d From 2015.			
e From 2016.			
f Total of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2017 distributable amount			
i Carryover from 2012 not applied (see instructions)			
j Remainder Subtract lines 3g, 3h, and 3i from 3f			
4 Distributions for 2017 from Section D, line 7 \$			
a Applied to underdistributions of prior years			
b Applied to 2017 distributable amount			
c Remainder Subtract lines 4a and 4b from 4			
5 Remaining underdistributions for years prior to 2017, if any Subtract lines 3g and 4a from line 2 If the amount is greater than zero, explain in Part VI See instructions			
6 Remaining underdistributions for 2017 Subtract lines 3h and 4b from line 1 If the amount is greater than zero, explain in Part VI See instructions			
7 Excess distributions carryover to 2018. Add lines 3j and 4c			
8 Breakdown of line 7			
a Excess from 2013.			
b Excess from 2014.			
c Excess from 2015.			
d Excess from 2016.			
e Excess from 2017.			

Part VI Supplemental Information. Provide the explanations required by Part II, line 10, Part II, line 17a or 17b, Part III, line 12, Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c, Part IV, Section B, lines 1 and 2, Part IV, Section C, line 1, Part IV, Section D, lines 2 and 3, Part IV, Section E, lines 1c, 2a, 2b, 3a and 3b, Part V, line 1, Part V, Section B, line 1e, Part V Section D, lines 5, 6, and 8, and Part V, Section E, lines 2, 5, and 6 Also complete this part for any additional information (See instructions)

Facts And Circumstances Test

NACSA MEETS THE "FACTS AND CIRCUMSTANCES" TEST AS OUTLINED IN TEMPORARY REGULATIONS SECTION 1.170A-9T BASED ON THE FOLLOWING CRITERIA TEN PERCENT SUPPORT LIMITATION THE PUBLIC SUPPORT PERCENTAGE FOR NACSA HAD BEEN GREATER THAN 33 1/3% PRIOR TO THE YEAR ENDING JUNE 30, 2009 SINCE THEN, THE PUBLIC SUPPORT PERCENTAGE HAS BEEN IN EXCESS OF 17% AND CURRENTLY 31% ATTRACTION OF PUBLIC SUPPORT SINCE IT WAS FOUNDED, NACSA HAS CONSISTENTLY AND CONTINUOUSLY ENGAGED IN EFFORTS TO SOLICIT GRANT FUNDS FROM FOUNDATIONS AND GOVERNMENT UNITS THIS EFFORT HAS INVOLVED SEVERAL TYPES OF ACTIVITIES UNDERTAKEN BY NACSA STAFF YEAR-ROUND, INCLUDING - RESEARCH INTO POTENTIAL NEW SOURCES OF FOUNDATION SUPPORT, - REVIEW OF GOVERNMENT-ISSUED REQUESTS-FOR-PROPOSALS, - DRAFTING AND SUBMISSION OF LETTERS OF INQUIRY AND GRANT PROPOSALS TO POTENTIAL AND CURRENT FUNDERS, AND - DRAFTING AND SUBMISSION OF REPORTS TO FUNDERS ON GRANT EXPENSES AND ACTIVITIES NACSA HAS A STAFF PERSON (TITLED THE VICE PRESIDENT OF DEVELOPMENT AND OPERATIONS) WHOSE JOB DESCRIPTION INCLUDES THESE DUTIES, AND WHO IS TASKED WITH EXPANDING NACSA'S FUNDING BASE TO INCLUDE MORE FOUNDATIONS AND GOVERNMENT SUPPORT THESE EFFORTS ARE SUPPORTED BY A NATIONAL POOL OF VOLUNTEERS DURING THE PAST 5 YEARS, SOLICITATION EFFORTS HAVE GENERATED FUNDING FROM ADDITIONAL NATIONALLY RECOGNIZED AS WELL AS REGIONAL FOUNDATIONS NACSA HAS ALSO RECEIVED TWO NEW, THREE-YEAR, GOVERNMENT GRANTS (U.S. D.O.E.) OF 2.2M & 2.4M WHICH BEGAN 10/1/10 & 3/6/15, RESPECTIVELY SOURCES OF SUPPORT NACSA RECEIVES ITS REVENUE THROUGH CONTRIBUTIONS, MEMBERSHIP DUES, AND PROGRAM REVENUE NACSA SEEKS SUPPORT FROM ORGANIZATIONS THAT HAVE AN INTEREST IN CHARTER SCHOOL AUTHORIZERS AND ORGANIZATIONS THAT SUPPORT THE MISSION OF THE CHARTER SCHOOL MOVEMENT OVER THE PAST 5 YEARS, NACSA HAS RECEIVED OVER 20.8 MILLION OF SUPPORT FROM 7 LARGE NATIONALLY RECOGNIZED FOUNDATIONS THESE FOUNDATIONS ARE NOT RELATED TO NACSA OR TO EACH OTHER THESE CONTRIBUTIONS WERE A SIGNIFICANT SOURCE OF REVENUE TO NACSA THE MAJORITY OF SUPPORT FROM THESE FOUNDATIONS WERE CONSIDERED EXCESS CONTRIBUTIONS WHICH WAS THE CONTRIBUTING FACTOR IN REDUCING NACSA'S PUBLIC SUPPORT PERCENTAGE BELOW 33 1/3% EVEN THOUGH THE CONTRIBUTIONS WERE SIGNIFICANT TO THE OPERATIONS OF NACSA, THE CONTRIBUTIONS WERE LESS THAN 1% OF TOTAL CONTRIBUTIONS GIVEN TO CHARITABLE ORGANIZATIONS FROM EACH OF THE 7 FOUNDATIONS BASED ON THE PERCENTAGE OF FUNDS GIVEN TO NACSA FROM THE FOUNDATIONS OUT OF THE TOTAL CONTRIBUTIONS GIVEN TO CHARITABLE ORGANIZATIONS THROUGHOUT THE NATION, THE CONTRIBUTIONS RECEIVED WERE NOT INTENDED TO PROVIDE A MEANS FOR THE FOUNDATIONS TO EXERCISE CONTROL OVER THE OPERATIONS OF NACSA NACSA RECEIVED THE CONTRIBUTIONS AS SUPPORT OF NACSA'S MISSION AND THE CHARTER SCHOOL SYSTEM IN ADDITION TO THE CONTRIBUTION REVENUE FROM PRIVATE DONORS AND FOUNDATIONS, NACSA HAS RECEIVED MORE THAN 3,200,000 OF GOVERNMENT GRANTS, 1,100,000 OF MEMBERSHIP SUPPORT AND 6,130,000 OF PROGRAM REVENUE OVER THE PAST 5 YEARS THE DONORS FOR NACSA ARE THOSE THAT HAVE AN INTEREST IN EDUCATION AND IN PARTICULAR CHARTER SCHOOLS FOR THE UNITED STATES THE MAJORITY OF THE MEMBERSHIP SUPPORT IS FROM TAX EXEMPT ENTITIES SUCH AS SCHOOLS AND GOVERNMENT AGENCIES THROUGHOUT THE UNITED STATES THE MAJORITY OF THE PROGRAM REVENUE IS RECEIVED FROM CHARTER SCHOOL AUTHORIZERS AND VARIOUS GOVERNMENT AGENCIES THROUGHOUT THE UNITED STATES FOR PROVIDING TECHNICAL ASSISTANCE AND MANAGEMENT SERVICES REPRESENTATIVE GOVERNING BODY THE BOARD OF DIRECTORS CONSISTS OF PERSONS HAVING SPECIAL KNOWLEDGE AND EXPERTISE IN THE FIELD OF CHARTER SCHOOLS AND CHARTER SCHOOL AUTHORIZERS NACSA'S BOARD OF DIRECTORS INCLUDES LEADING AUTHORIZERS FROM A VARIETY OF CHARTERING ENTITIES THAT HAIL FROM SOME OF THE MOST ACTIVE AND IMPORTANT CHARTER SCHOOL STATES TWO-THIRDS OF THE BOARD CONSISTS OF NACSA MEMBERS WHO ARE CHARTER SCHOOL AUTHORIZERS, WHILE ONE-THIRD OF THE BOARD CONSISTS OF NACSA ASSOCIATE MEMBERS WHO WORK AT INSTITUTIONS, CORPORATIONS, UNITS OF GOVERNMENT, CHARTER SCHOOL RESOURCE CENTERS, STATE ASSOCIATIONS AND OTHER ORGANIZATIONS THAT ARE NOT AUTHORIZERS BUT HAVE AN INTEREST IN CHARTER SCHOOL AUTHORIZING PUBLIC ACCESS TO SERVICES NACSA PROVIDES PUBLIC ACCESS TO ITS RESEARCH AND PUBLICATIONS VIA THE INTERNET NACSA OFFERS PUBLICATIONS THAT ADDRESS POLICES AND STANDARDS FOR CHARTER SCHOOLS THE RESEARCH NACSA COMPILES THROUGH SURVEYS FROM THE CHARTER SCHOOLS IS AVAILABLE FOR PUBLIC USE NACSA OFFERS THE PUBLICATIONS AND RESEARCH TO THE PUBLIC AT NO COST NACSA PROVIDES ADDITIONAL INFORMATION REGARDING THE CHARTER SCHOOL INDUSTRY TO THE PUBLIC THROUGH PUBLISHED NEWSPAPERS AND PERIODICALS KEY EMPLOYEES OF NACSA HAVE BEEN INTERVIEWED AND QUOTED IN WIDELY KNOWN PERIODICALS SUCH AS THE NEW YORK TIMES, THE DENVER DAILY NEWS, EDUCATION WEEK AND THE ASSOCIATED PRESS PUBLIC PARTICIPATION IN PROGRAMS OR POLICIES NACSA OFFERS VARIOUS PROGRAMS THAT ACCOMPLISH THE CHARITABLE MISSION OF PROMOTING THE ESTABLISHMENT AND OPERATION OF QUALITY CHARTER SCHOOLS THROUGH OVERSIGHT IN THE PUBLIC INTEREST THESE PROGRAMS INCLUDE RESEARCH AND EVALUATION, CHARTER SCHOOL AUTHORIZING, STANDARDS AND EVALUATION, POLICY AND COMMUNICATION, AUTHORIZER EXCELLENCE INITIATIVE, AND ANNUAL CONFERENCE THE ACCOMPLISHMENTS OF EACH OF THESE PROGRAMS ARE OUTLINED ON FORM 990 PART III MEMBERSHIP DUES AND SERVICES NACSA WAS FOUNDED BY AND CONTINUES TO SERVE AND BE GOVERNED BY A DIVERSE ARRAY OF AUTHORIZING AGENCIES INCLUDING STATE EDUCATION AGENCIES, SCHOOL DISTRICTS, COLLEGES AND UNIVERSITIES, SPECIAL-PURPOSE OR INDEPENDENT CHARTERING BOARDS, MUNICIPALITIES, AND PRIVATE NOT-FOR-PROFIT ORGANIZATIONS FULL MEMBERSHIP IS RESTRICTED TO CHARTER SCHOOL AUTHORIZERS, PUBLIC SCHOOLS, SCHOOL DISTRICTS AND OTHER GOVERNMENT ENTITIES MEMBERSHIP DUES FOR FULL MEMBERS ARE 500 - 2,500 PER YEAR DEPENDENT UPON THE NUMBER OF CHARTER SCHOOLS AUTHORIZED BY A MEMBER ASSOCIATE MEMBERSHIP IS AVAILABLE FOR INSTITUTIONS, CORPORATIONS, UNITS OF GOVERNMENT, CHARTER SCHOOL RESOURCE CENTERS, STATE ASSOCIATIONS AND OTHER ORGANIZATIONS THAT ARE NOT AUTHORIZERS BUT HAVE AN INTEREST IN CHARTER SCHOOL AUTHORIZING MEMBERSHIP DUES FOR ASSOCIATE MEMBERS ARE 500 ANNUALLY INDIVIDUAL MEMBERSHIP IS AVAILABLE TO THOSE WHO ARE NOT AFFILIATED WITH AN ORGANIZATION BUT HAVE AN INTEREST IN CHARTER SCHOOL AUTHORIZING MEMBERSHIP DUES FOR INDIVIDUALS IS 150 ANNUALLY THE MEMBERS OF NACSA ARE LOCATED IN 37 STATES THROUGHOUT THE COUNTRY THE MEMBERS OF THE ORGANIZATION PARTICIPATE IN THE PROGRAMS OF NACSA WHICH INCLUDES WORKSHOPS AND SEMINARS IN COLLABORATION WITH STATE EDUCATION AGENCIES NACSA ALSO PROVIDES DIRECT CUSTOMIZED GUIDANCE TO CHARTER SCHOOL AUTHORIZERS NACSA ALSO ENGAGES PUBLIC OFFICIALS AND POLICY ORGANIZATIONS ACROSS THE NATION TO INFORM THEM OF PROFESSIONAL AUTHORIZING PRACTICES ALL PROGRAMS DIRECTLY BENEFIT CHARTER SCHOOL AUTHORIZERS WHICH IN TURN BENEFITS THE GENERAL PUBLIC THROUGH THE EDUCATION FROM THESE SCHOOLS THE DUES ARE DESIGNED TO ENROLL A SUBSTANTIAL NUMBER OF MEMBERS OF THE COMMUNITY WHO HAVE AN INTEREST IN CHARTER SCHOOLS THIS IS EVIDENT BY THE RATE STRUCTURE OF THE MEMBERSHIP DUES THE ACTIVITIES OF NACSA APPEAL TO MEMBERS OF THE COMMUNITY WHO ARE INTERESTED IN CHARTER SCHOOLS

990 Schedule A, Supplemental Information

Return Reference	Explanation
PART II, LINE 10	EXTINGUISHMENT OF RENT ABATEMENT 98,397

990 Schedule A, Supplemental Information

Return Reference	Explanation
PART II, LINE 17A	NACSA MEETS THE "FACTS AND CIRCUMSTANCES" TEST AS OUTLINED IN TEMPORARY REGULATIONS SECTION 1.170A-9T BASED ON THE FOLLOWING CRITERIA: TEN PERCENT SUPPORT LIMITATION. THE PUBLIC SUPPORT PERCENTAGE FOR NACSA HAD BEEN GREATER THAN 33 1/3% PRIOR TO THE YEAR ENDING JUNE 30, 2009. SINCE THEN, THE PUBLIC SUPPORT PERCENTAGE HAS BEEN IN EXCESS OF 17% AND CURRENTLY 31%. ATTRACTION OF PUBLIC SUPPORT. SINCE IT WAS FOUNDED, NACSA HAS CONSISTENTLY AND CONTINUOUSLY ENGAGED IN EFFORTS TO SOLICIT GRANT FUNDS FROM FOUNDATIONS AND GOVERNMENT UNITS. THIS EFFORT HAS INVOLVED SEVERAL TYPES OF ACTIVITIES UNDERTAKEN BY NACSA STAFF YEAR-ROUND, INCLUDING: - RESEARCH INTO POTENTIAL NEW SOURCES OF FOUNDATION SUPPORT, - REVIEW OF GOVERNMENT-ISSUED REQUESTS-FOR-PROPOSALS, - DRAFTING AND SUBMISSION OF LETTERS OF INQUIRY AND GRANT PROPOSALS TO POTENTIAL AND CURRENT FUNDERS, AND - DRAFTING AND SUBMISSION OF REPORTS TO FUNDERS ON GRANT EXPENSES AND ACTIVITIES. NACSA HAS A STAFF PERSON (TITLED THE VICE PRESIDENT OF DEVELOPMENT AND OPERATIONS) WHOSE JOB DESCRIPTION INCLUDES THESE DUTIES, AND WHO IS TASKED WITH EXPANDING NACSA'S FUNDING BASE TO INCLUDE MORE FOUNDATIONS AND GOVERNMENT SUPPORT. THESE EFFORTS ARE SUPPORTED BY A NATIONAL POOL OF VOLUNTEERS. DURING THE PAST 5 YEARS, SOLICITATION EFFORTS HAVE GENERATED FUNDING FROM ADDITIONAL NATIONALLY RECOGNIZED AS WELL AS REGIONAL FOUNDATIONS. NACSA HAS ALSO RECEIVED TWO NEW, THREE-YEAR, GOVERNMENT GRANTS (U.S.D.O.E.) OF 2.2M & 2.4M WHICH BEGAN 10/1/10 & 3/6/15, RESPECTIVELY. SOURCES OF SUPPORT. NACSA RECEIVES ITS REVENUE THROUGH CONTRIBUTIONS, MEMBERSHIP DUES, AND PROGRAM REVENUE. NACSA SEEKS SUPPORT FROM ORGANIZATIONS THAT HAVE AN INTEREST IN CHARTER SCHOOL AUTHORIZATIONS AND ORGANIZATIONS THAT SUPPORT THE MISSION OF THE CHARTER SCHOOL MOVEMENT. OVER THE PAST 5 YEARS, NACSA HAS RECEIVED OVER 20.8 MILLION OF SUPPORT FROM 7 LARGE NATIONALLY RECOGNIZED FOUNDATIONS. THESE FOUNDATIONS ARE NOT RELATED TO NACSA OR TO EACH OTHER. THESE CONTRIBUTIONS WERE A SIGNIFICANT SOURCE OF REVENUE TO NACSA. THE MAJORITY OF SUPPORT FROM THESE FOUNDATIONS WERE CONSIDERED EXCESS CONTRIBUTIONS WHICH WAS THE CONTRIBUTING FACTOR IN REDUCING NACSA'S PUBLIC SUPPORT PERCENTAGE BELOW 33 1/3%. EVEN THOUGH THE CONTRIBUTIONS WERE SIGNIFICANT TO THE OPERATIONS OF NACSA, THE CONTRIBUTIONS WERE LESS THAN 1% OF TOTAL CONTRIBUTIONS GIVEN TO CHARITABLE ORGANIZATIONS FROM EACH OF THE 7 FOUNDATIONS. BASED ON THE PERCENTAGE OF FUNDS GIVEN TO NACSA FROM THE FOUNDATIONS OUT OF THE TOTAL CONTRIBUTIONS GIVEN TO CHARITABLE ORGANIZATIONS THROUGHOUT THE NATION, THE CONTRIBUTIONS RECEIVED WERE NOT INTENDED TO PROVIDE A MEANS FOR THE FOUNDATIONS TO EXERCISE CONTROL OVER THE OPERATIONS OF NACSA. NACSA RECEIVED THE CONTRIBUTIONS AS SUPPORT OF NACSA'S MISSION AND THE CHARTER SCHOOL SYSTEM. IN ADDITION TO THE CONTRIBUTION REVENUE FROM PRIVATE DONORS AND FOUNDATIONS, NACSA HAS RECEIVED MORE THAN 3,200,000 OF GOVERNMENT GRANTS, 1,100,000 OF MEMBERSHIP SUPPORT AND 6,130,000 OF PROGRAM REVENUE.

990 Schedule A, Supplemental Information

Return Reference	Explanation
PART II, LINE 17A	UE OVER THE PAST 5 YEARS. THE DONORS FOR NACSA ARE THOSE THAT HAVE AN INTEREST IN EDUCATIO N AND IN PARTICULAR CHARTER SCHOOLS FOR THE UNITED STATES. THE MAJORITY OF THE MEMBERSHIP SUPPORT IS FROM TAX EXEMPT ENTITIES SUCH AS SCHOOLS AND GOVERNMENT AGENCIES THROUGHOUT THE UNITED STATES. THE MAJORITY OF THE PROGRAM REVENUE IS RECEIVED FROM CHARTER SCHOOL AUTHOR IZERS AND VARIOUS GOVERNMENT AGENCIES THROUGHOUT THE UNITED STATES FOR PROVIDING TECHNICAL ASSISTANCE AND MANAGEMENT SERVICES. REPRESENTATIVE GOVERNING BODY. THE BOARD OF DIRECTORS CONSISTS OF PERSONS HAVING SPECIAL KNOWLEDGE AND EXPERTISE IN THE FIELD OF CHARTER SCHOOL S AND CHARTER SCHOOL AUTHORIZERS. NACSA'S BOARD OF DIRECTORS INCLUDES LEADING AUTHORIZERS FROM A VARIETY OF CHARTERING ENTITIES THAT HAIL FROM SOME OF THE MOST ACTIVE AND IMPORTANT CHARTER SCHOOL STATES. TWO-THIRDS OF THE BOARD CONSISTS OF NACSA MEMBERS WHO ARE CHARTER SCHOOL AUTHORIZERS, WHILE ONE-THIRD OF THE BOARD CONSISTS OF NACSA ASSOCIATE MEMBERS WHO W ORK AT INSTITUTIONS, CORPORATIONS, UNITS OF GOVERNMENT, CHARTER SCHOOL RESOURCE CENTERS, S TATE ASSOCIATIONS AND OTHER ORGANIZATIONS THAT ARE NOT AUTHORIZERS BUT HAVE AN INTEREST IN CHARTER SCHOOL AUTHORIZING. PUBLIC ACCESS TO SERVICES NACSA PROVIDES PUBLIC ACCESS TO IT S RESEARCH AND PUBLICATIONS VIA THE INTERNET. NACSA OFFERS PUBLICATIONS THAT ADDRESS POLIC ES AND STANDARDS FOR CHARTER SCHOOLS. THE RESEARCH NACSA COMPILES THROUGH SURVEYS FROM THE CHARTER SCHOOLS IS AVAILABLE FOR PUBLIC USE. NACSA OFFERS THE PUBLICATIONS AND RESEARCH T O THE PUBLIC AT NO COST. NACSA PROVIDES ADDITIONAL INFORMATION REGARDING THE CHARTER SCHOO L INDUSTRY TO THE PUBLIC THROUGH PUBLISHED NEWSPAPERS AND PERIODICALS. KEY EMPLOYEES OF NA CSA HAVE BEEN INTERVIEWED AND QUOTED IN WIDELY KNOWN PERIODICALS SUCH AS THE NEW YORK TIME S, THE DENVER DAILY NEWS, EDUCATION WEEK AND THE ASSOCIATED PRESS. PUBLIC PARTICIPATION IN PROGRAMS OR POLICIES. NACSA OFFERS VARIOUS PROGRAMS THAT ACCOMPLISH THE CHARITABLE MISSIO N OF PROMOTING THE ESTABLISHMENT AND OPERATION OF QUALITY CHARTER SCHOOLS THROUGH OVERSIGH T IN THE PUBLIC INTEREST. THESE PROGRAMS INCLUDE RESEARCH AND EVALUATION, CHARTER SCHOOL AUTHORIZING, STANDARDS AND EVALUATION, POLICY AND COMMUNICATION, AUTHORIZER EXCELLENCE INI TIATIVE, AND ANNUAL CONFERENCE. THE ACCOMPLISHMENTS OF EACH OF THESE PROGRAMS ARE OUTLINED ON FORM 990 PART III MEMBERSHIP DUES AND SERVICES. NACSA WAS FOUNDED BY AND CONTINUES TO SERVE AND BE GOVERNED BY A DIVERSE ARRAY OF AUTHORIZING AGENCIES INCLUDING STATE EDUCATIO N AGENCIES, SCHOOL DISTRICTS, COLLEGES AND UNIVERSITIES, SPECIAL-PURPOSE OR INDEPENDENT CH ARTERING BOARDS, MUNICIPALITIES, AND PRIVATE NOT-FOR-PROFIT ORGANIZATIONS. FULL MEMBERSHIP IS RESTRICTED TO CHARTER SCHOOL AUTHORIZERS, PUBLIC SCHOOLS, SCHOOL DISTRICTS AND OTHER G OVERNMENT ENTITIES. MEMBERSHIP DUES FOR FULL MEMBERS ARE 500 - 2,500 PER YEAR DEPENDENT UP ON THE NUMBER OF CHARTER SCHOOLS AUTHORIZED BY A MEMBER. ASSOCIATE MEMBERSHIP IS AVAILABLE FOR INSTITUTIONS, CORPORATION

990 Schedule A, Supplemental Information

Return Reference	Explanation
PART II, LINE 17A	S, UNITS OF GOVERNMENT, CHARTER SCHOOL RESOURCE CENTERS, STATE ASSOCIATIONS AND OTHER ORGANIZATIONS THAT ARE NOT AUTHORIZERS BUT HAVE AN INTEREST IN CHARTER SCHOOL AUTHORIZING MEMBERSHIP DUES FOR ASSOCIATE MEMBERS ARE 500 ANNUALLY INDIVIDUAL MEMBERSHIP IS AVAILABLE TO THOSE WHO ARE NOT AFFILIATED WITH AN ORGANIZATION BUT HAVE AN INTEREST IN CHARTER SCHOOL AUTHORIZING MEMBERSHIP DUES FOR INDIVIDUALS IS 150 ANNUALLY THE MEMBERS OF NACSA ARE LOCATED IN 37 STATES THROUGHOUT THE COUNTRY THE MEMBERS OF THE ORGANIZATION PARTICIPATE IN THE PROGRAMS OF NACSA WHICH INCLUDES WORKSHOPS AND SEMINARS IN COLLABORATION WITH STATE EDUCATION AGENCIES NACSA ALSO PROVIDES DIRECT CUSTOMIZED GUIDANCE TO CHARTER SCHOOL AUTHORIZERS NACSA ALSO ENGAGES PUBLIC OFFICIALS AND POLICY ORGANIZATIONS ACROSS THE NATION TO INFORM THEM OF PROFESSIONAL AUTHORIZING PRACTICES ALL PROGRAMS DIRECTLY BENEFIT CHARTER SCHOOL AUTHORIZERS WHICH IN TURN BENEFITS THE GENERAL PUBLIC THROUGH THE EDUCATION FROM THESE SCHOOLS THE DUES ARE DESIGNED TO ENROLL A SUBSTANTIAL NUMBER OF MEMBERS OF THE COMMUNITY WHO HAVE AN INTEREST IN CHARTER SCHOOLS THIS IS EVIDENT BY THE RATE STRUCTURE OF THE MEMBERSHIP DUES THE ACTIVITIES OF NASCA APPEAL TO MEMBERS OF THE COMMUNITY WHO ARE INTERESTED IN CHARTER SCHOOLS

SCHEDULE C (Form 990 or 990-EZ)	Political Campaign and Lobbying Activities	OMB No 1545-0047
	For Organizations Exempt From Income Tax Under section 501(c) and section 527	2017
Department of the Treasury Internal Revenue Service	▶Complete if the organization is described below. ▶Attach to Form 990 or Form 990-EZ. ▶Information about Schedule C (Form 990 or 990-EZ) and its instructions is at <u>www.irs.gov/form990</u>.	Open to Public Inspection

If the organization answered "Yes" on Form 990, Part IV, Line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then

- Section 501(c)(3) organizations Complete Parts I-A and B Do not complete Part I-C
- Section 501(c) (other than section 501(c)(3)) organizations Complete Parts I-A and C below Do not complete Part I-B
- Section 527 organizations Complete Part I-A only

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

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)) Complete Part II-A Do not complete Part II-B
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)) Complete Part II-B Do not complete Part II-A

If the organization answered "Yes" on Form 990, Part IV, Line 5 (Proxy Tax) (see separate instructions) or Form 990-EZ, Part V, line 35c (Proxy Tax) (see separate instructions), then

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

Name of the organization NATIONAL ASSOCIATION OF CHARTER SCHOOL AUTHORIZERS	Employer identification number 84-1553195
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Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

- 1** Provide a description of the organization's direct and indirect political campaign activities in Part IV (see instructions for definition of "political campaign activities")
- 2** Political campaign activity expenditures (see instructions) ▶ \$
- 3** Volunteer hours for political campaign activities (see instructions) ▶

Part I-B Complete if the organization is exempt under section 501(c)(3).

- 1** Enter the amount of any excise tax incurred by the organization under section 4955 ▶ \$
- 2** Enter the amount of any excise tax incurred by organization managers under section 4955 ▶ \$
- 3** If the organization incurred a section 4955 tax, did it file Form 4720 for this year? ☐ Yes ☐ No
- 4a** Was a correction made? ☐ Yes ☐ No
- b** If "Yes," describe in Part IV

Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).

- 1** Enter the amount directly expended by the filing organization for section 527 exempt function activities ▶ \$
- 2** Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities ▶ \$
- 3** Total exempt function expenditures Add lines 1 and 2 Enter here and on Form 1120-POL, line 17b ▶ \$
- 4** Did the filing organization file **Form 1120-POL** for this year? ☐ Yes ☐ No
- 5** Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments For each organization listed, enter the amount paid from the filing organization's funds Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC) If additional space is needed, provide information in Part IV

(a) Name	(b) Address	(c) EIN	(d) Amount paid from filing organization's funds If none, enter -0-	(e) Amount of political contributions received and promptly and directly delivered to a separate political organization If none, enter -0-
1				
2				
3				
4				
5				
6				

Part II-A Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).

A Check ☐ if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures)

B Check ☐ if the filing organization checked box A and "limited control" provisions apply

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)		(a) Filing organization's totals	(b) Affiliated group totals												
1a Total lobbying expenditures to influence public opinion (grass roots lobbying)															
b Total lobbying expenditures to influence a legislative body (direct lobbying)		72,790													
c Total lobbying expenditures (add lines 1a and 1b)		72,790													
d Other exempt purpose expenditures		6,075,598													
e Total exempt purpose expenditures (add lines 1c and 1d)		6,148,388													
f Lobbying nontaxable amount Enter the amount from the following table in both columns		457,419													
<table border="1"> <thead> <tr> <th>If the amount on line 1e, column (a) or (b) is:</th> <th>The lobbying nontaxable amount is:</th> </tr> </thead> <tbody> <tr> <td>Not over \$500,000</td> <td>20% of the amount on line 1e</td> </tr> <tr> <td>Over \$500,000 but not over \$1,000,000</td> <td>\$100,000 plus 15% of the excess over \$500,000</td> </tr> <tr> <td>Over \$1,000,000 but not over \$1,500,000</td> <td>\$175,000 plus 10% of the excess over \$1,000,000</td> </tr> <tr> <td>Over \$1,500,000 but not over \$17,000,000</td> <td>\$225,000 plus 5% of the excess over \$1,500,000</td> </tr> <tr> <td>Over \$17,000,000</td> <td>\$1,000,000</td> </tr> </tbody> </table>		If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:	Not over \$500,000	20% of the amount on line 1e	Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000	Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000	Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000	Over \$17,000,000	\$1,000,000		
If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:														
Not over \$500,000	20% of the amount on line 1e														
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000														
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000														
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000														
Over \$17,000,000	\$1,000,000														
g Grassroots nontaxable amount (enter 25% of line 1f)		114,355													
h Subtract line 1g from line 1a If zero or less, enter -0-															
i Subtract line 1f from line 1c If zero or less, enter -0-															
j If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year?		☐ Yes ☐ No													

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

Lobbying Expenditures During 4-Year Averaging Period					
Calendar year (or fiscal year beginning in)	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) Total
2a Lobbying nontaxable amount	482,598	517,700	477,176	457,419	1,934,893
b Lobbying ceiling amount (150% of line 2a, column(e))					2,902,340
c Total lobbying expenditures	150,908	55,844	10,495	72,790	290,037
d Grassroots nontaxable amount	120,650	129,425	119,294	114,355	483,724
e Grassroots ceiling amount (150% of line 2d, column (e))					725,586
f Grassroots lobbying expenditures					

Part II-B Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

For each "Yes" response on lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity

		(a)		(b)
		Yes	No	Amount
1	During the year, did the filing organization attempt to influence foreign, national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of			
a	Volunteers?			
b	Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?			
c	Media advertisements?			
d	Mailings to members, legislators, or the public?			
e	Publications, or published or broadcast statements?			
f	Grants to other organizations for lobbying purposes?			
g	Direct contact with legislators, their staffs, government officials, or a legislative body?			
h	Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?			
i	Other activities?			
j	Total. Add lines 1c through 1i			
2a	Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?			
b	If "Yes," enter the amount of any tax incurred under section 4912			
c	If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
d	If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?			

Part III-A Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).

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

Part III-B Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No" OR (b) Part III-A, line 3, is answered "Yes."

1	Dues, assessments and similar amounts from members	1	
2	Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).		
a	Current year	2a	
b	Carryover from last year	2b	
c	Total	2c	
3	Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	3	
4	If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year?	4	
5	Taxable amount of lobbying and political expenditures (see instructions)	5	

Part IV Supplemental Information

Provide the descriptions required for Part I-A, line 1, Part I-B, line 4, Part I-C, line 5, Part II-A (affiliated group list), Part II-A, lines 1 and 2 (see instructions), and Part II-B, line 1. Also, complete this part for any additional information.

Return Reference	Explanation
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SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

► Complete if the organization answered "Yes," on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
► Attach to Form 990.
Information about Schedule D (Form 990) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2017

Open to Public Inspection

Name of the organization
NATIONAL ASSOCIATION OF CHARTER SCHOOL AUTHORIZERS

Employer identification number
84-1553195

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

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate value of contributions to (during year)		
3 Aggregate value of grants from (during year)		
4 Aggregate value at end of year		

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?

☐ Yes ☐ No

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?

☐ Yes ☐ No

Part II Conservation Easements. Complete if the organization answered "Yes" on 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 education)

☐ Preservation of an historically important land area

☐ Protection of natural habitat

☐ Preservation of a certified historic structure

☐ Preservation of open space

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

	Held at the End of the Year
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included in (a)	2c
d Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register	2d

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

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

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?

☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ►

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

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?

☐ Yes ☐ No

9 In Part XIII, 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" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items

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

(i) Revenue included on Form 990, Part VIII, line 1

► \$

(ii) Assets included in Form 990, Part X

► \$

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items

a Revenue included on Form 990, Part VIII, line 1

► \$

b Assets included in Form 990, Part X

► \$

Part III

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

3

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

a

☐ Public exhibition

b

☐ Scholarly research

c

☐ Preservation for future generations

d

☐ Loan or exchange programs

e

☐ Other

4

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

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" on 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 XIII and complete the following table

c

Beginning balance

d

Additions during the year

e

Distributions during the year

f

Ending balance

	Amount
1c	
1d	
1e	
1f	

2a

Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability?

☐ Yes

☐ No

b

If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII

☐

Part V

Endowment Funds. Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a)Current year	(b)Prior year	(c)Two years back	(d)Three years back	(e)Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

2

Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as

a

Board designated or quasi-endowment ▶

b

Permanent endowment ▶

c

Temporarily restricted endowment ▶

The percentages on lines 2a, 2b, and 2c should equal 100%

3a

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

(i) unrelated organizations

(ii) related organizations

b

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

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

4

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

Part VI

Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. 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		57,828	22,457	35,371
d Equipment		876,380	737,620	138,760
e Other				
Total. Add lines 1a through 1e (Column (d) must equal Form 990, Part X, column (B), line 10(c)) . . . ▶				174,131

Part VII

Investments—Other Securities. Complete if the organization answered "Yes" on Form 990, Part IV, line 11b.
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		
(3) Other _____		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Column (b) must equal Form 990, Part X, col (B) line 12) ▶		

Part VIII

Investments—Program Related.
Complete if the organization answered 'Yes' on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Column (b) must equal Form 990, Part X, col (B) line 13) ▶		

Part IX

Other Assets. Complete if the organization answered 'Yes' on Form 990, Part IV, line 11d See Form 990, Part X, line 15

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col (B) line 15) ▶	

Part X

Other Liabilities. Complete if the organization answered 'Yes' on Form 990, Part IV, line 11e or 11f.
See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value	
(1) Federal income taxes		
UNAMORTIZED RENT ABATEMENT	14,446	
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Column (b) must equal Form 990, Part X, col (B) line 25) ▶	14,446	

2. Liability for uncertain tax positions In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740) Check here if the text of the footnote has been provided in Part XIII

☒

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

Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements	1	7,104,855
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12		
a	Net unrealized gains (losses) on investments	2a	
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII)	2d	
e	Add lines 2a through 2d	2e	
3	Subtract line 2e from line 1	3	7,104,855
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 XIII)	4b	-34,958
c	Add lines 4a and 4b	4c	-34,958
5	Total revenue. Add lines 3 and 4c . (This must equal Form 990, Part I, line 12)	5	7,069,897

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements	1	6,183,346
2	Amounts included on line 1 but not on Form 990, Part IX, line 25		
a	Donated services and use of facilities	2a	
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIII)	2d	34,958
e	Add lines 2a through 2d	2e	34,958
3	Subtract line 2e from line 1	3	6,148,388
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 XIII)	4b	
c	Add lines 4a and 4b	4c	
5	Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18)	5	6,148,388

Part XIII Supplemental Information

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

Return Reference	Explanation
See Additional Data Table	

Part XIII Supplemental Information *(continued)*

Return Reference	Explanation

Additional Data

Software ID:
Software Version:
EIN: 84-1553195
Name: NATIONAL ASSOCIATION OF CHARTER
SCHOOL AUTHORIZERS

Supplemental Information

Return Reference	Explanation
SCHEDULE D, PAGE 3, PART X	ACCOUNTING PRINCIPLES GENERALLY ACCEPTED IN THE UNITED STATES OF AMERICA PROVIDE CONSISTEN T GUIDANCE FOR THE ACCOUNTING FOR UNCERTAINTY IN INCOME TAXES RECOGNIZED IN THE ASSOCIATIO N'S FINANCIAL STATEMENTS AND PRESCRIBE A THRESHOLD OF "MORE LIKELY THAN NOT" FOR RECOGNITI ON OF TAX POSITIONS TAKEN OR EXPECTED TO BE TAKEN IN A TAX RETURN THE ASSOCIATION PERFORM ED AN EVALUATION OF UNCERTAIN TAX POSITIONS FOR THE YEAR ENDED JUNE 30, 2018 AND DETERMINE D THAT THERE WERE NO MATTERS THAT WOULD REQUIRE RECOGNITION IN THE FINANCIAL STATEMENTS OR THAT MAY HAVE ANY EFFECT ON ITS TAX-EXEMPT STATUS AS OF JUNE 30, 2018, THE STATUTE OF LI MITATIONS FOR TAX YEARS 2014 THROUGH 2016 REMAINS OPEN WITH THE U S FEDERAL JURISDICTION OR THE VARIOUS STATES AND LOCAL JURISDICTIONS IN WHICH THE ASSOCIATION FILES TAX RETURNS IT IS THE ASSOCIATION'S POLICY TO RECOGNIZE INTEREST AND/OR PENALTIES RELATED TO UNCERTAIN TAX POSITIONS, IF ANY, IN INCOME TAX EXPENSE AS OF JUNE 30, 2018, THE ASSOCIATION HAD NO ACCRUALS FOR INTEREST AND/OR PENALTIES

Supplemental Information	
Return Reference	Explanation
SCHEDULE D, PAGE 4, PART XI, LINE 4B	RENTAL EXPENSES -34,958

Supplemental Information	
Return Reference	Explanation
SCHEDULE D, PAGE 4, PART XII, LINE 2D	RENTAL EXPENSES 34,958

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As Filed Data -

DLN: 93493316003278

Schedule I
(Form 990)

Department of the Treasury
Internal Revenue Service

Name of the organization
NATIONAL ASSOCIATION OF CHARTER SCHOOL AUTHORIZERS

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

Complete if the organization answered "Yes," on Form 990, Part IV, line 21 or 22.
▶ Attach to Form 990.
▶ Information about Schedule I (Form 990) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2017

Open to Public Inspection

Employer identification number
84-1553195

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 Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000 Part II can be duplicated if additional space is needed

(a) Name and address of organization or government	(b) EIN	(c) IRC 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 noncash assistance	(h) Purpose of grant or assistance
(1) CHARTER FUND INC 10901 W 120TH AVE SUITE 450 BROOMFIELD, CO 80021	05-0620063	501C3	90,000				SPECIAL ED SUPPORT
(2) CHARTER FUND INC 10901 W 120TH AVE SUITE 450 BROOMFIELD, CO 80021	05-0620063	501C3	25,000				COHORT ANALYSIS

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

Part III Grants and Other Assistance to Domestic Individuals. Complete if the organization answered "Yes" on Form 990, Part IV, line 22
Part III can be duplicated if additional space is needed

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of noncash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
(1)					
(2)					
(3)					
(4)					
(5)					
(6)					
(7)					

Part IV Supplemental Information. Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

Return Reference	Explanation
SCHEDULE I, PAGE 1, PART I, LINE 2	MONITORING OF GRANTEEES OCCURS DURING AND AFTER THE GRANT DURING THE GRANT, THE MONITORING PROCESS - IN THE FORM OF BOTH WRITTEN REPORTS AND PHONE CALLS OFFER AN OPPORTUNITY FOR THE GRANTEE TO REFLECT ON CURRENT ACTIVITIES, BEST PRACTICES AND ROOM FOR IMPROVEMENT FOLLOWING THE GRANT'S COMPLETION, THE GRANTEE SUBMITS A FINAL REPORT THAT IS REVIEWED FOR COMPLETION OF GRANT OBJECTIVES

Schedule J
(Form 990)

Compensation Information

OMB No 1545-0047

2017

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

- For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees**
- ▶ **Complete if the organization answered "Yes" on Form 990, Part IV, line 23.**
▶ **Attach to Form 990.**
- ▶ **Information about Schedule J (Form 990) and its instructions is at www.irs.gov/form990.**

Name of the organization
NATIONAL ASSOCIATION OF CHARTER
SCHOOL AUTHORIZERS

Employer identification number
84-1553195

Part I Questions Regarding Compensation

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

- | | |
|--|--|
| ☐ First-class or charter travel | ☐ Housing allowance or residence for personal use |
| ☐ Travel for companions | ☐ Payments for business use of personal residence |
| ☐ Tax indemnification and gross-up payments | ☐ Health or social club dues or initiation fees |
| ☐ Discretionary spending account | ☐ 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 or provision of all of the expenses described above? If "No," complete Part III to explain.

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

3 Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- | | |
|---|---|
| ☐ Compensation committee | ☒ Written employment contract |
| ☒ Independent compensation consultant | ☒ Compensation survey or study |
| ☐ Form 990 of other organizations | ☒ Approval by the board or compensation committee |

4 During the year, did any person listed on 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?

b Participate in, or receive payment from, a supplemental nonqualified retirement plan?

c Participate in, or receive payment from, an equity-based compensation arrangement?

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

Only 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.

5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

a The organization?

b Any related organization?

If "Yes," on line 5a or 5b, describe in Part III.

6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

a The organization?

b Any related organization?

If "Yes," on line 6a or 6b, describe in Part III.

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

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

9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

Yes No

1b

2

4a

No

4b

No

4c

No

5a

No

5b

No

6a

No

6b

No

7

No

8

No

9

For each individual whose compensation must be reported on 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.

[illegible]

Part III **Supplemental Information**

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

Return Reference	Explanation
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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 .	OMB No 1545-0047 2017 Open to Public Inspection
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Name of the organization NATIONAL ASSOCIATION OF CHARTER SCHOOL AUTHORIZERS	Employer identification number 84-1553195
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990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 - ORGANIZATION'S MISSION	TO PROMOTE THE ESTABLISHMENT AND OPERATION OF QUALITY CHARTER SCHOOLS THROUGH OVERSIGHT IN THE PUBLIC INTEREST IN ALIGNMENT WITH NACSAS MISSION STATEMENT, THE INTENDED IMPACT OF PROGRAMMING AND ACTIVITIES IS TO DEVELOP QUALITY AUTHORIZING ENVIRONMENTS THAT LEAD TO A GREATER NUMBER OF QUALITY CHARTER SCHOOLS

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4A	MANAGE RIGOROUS, MERIT-BASED PROCESSES FOR KEY AUTHORIZER DECISIONS INCLUDING DECISIONS ABOUT WHETHER TO APPROVE NEW SCHOOL APPLICATIONS. NACSA'S PURPOSE IS TO HELP AUTHORIZERS MAINTAIN HIGH STANDARDS AND PUBLIC ACCOUNTABILITY FOR CHARTER SCHOOLS WHILE RESPECTING THE AUTONOMY THAT IS AN ESSENTIAL COMPONENT OF THE CHARTER IDEA. IN PURSUIT OF THAT GOAL, NACSA'S PRINCIPLES & STANDARDS OF QUALITY CHARTER AUTHORIZING (PRINCIPLES & STANDARDS) PROVIDE THE FOUNDATION FOR THE DELIVERY OF TECHNICAL SUPPORT SERVICES. FIRST PUBLISHED IN 2004 AND REGULARLY UPDATED, THESE PROFESSIONAL STANDARDS ARE USED TO GUIDE AUTHORIZING PRACTICES ACROSS THE COUNTRY AND ARE REFERENCED IN STATE STATUTES. NACSA'S PRINCIPLES & STANDARDS REFLECT BEST PRACTICES IDENTIFIED THROUGH YEARS OF EXPERIENCE IN WORKING WITH AUTHORIZING AGENCIES OF ALL TYPES AND SIZES ACROSS THE COUNTRY. THE PRINCIPLES ARTICULATE CORE BELIEFS THAT UNDERGIRD QUALITY CHARTER SCHOOL AUTHORIZING, WHILE THE STANDARDS DESCRIBE ESSENTIAL AUTHORIZING RESPONSIBILITIES AND IMPORTANT ELEMENTS IN CARRYING THEM OUT. THE PRINCIPLES & STANDARDS ARE A PRACTICAL GUIDE TO UNDERSTANDING AND FULFILLING THE CRITICAL RESPONSIBILITIES OF CHARTER SCHOOL AUTHORIZERS. THESE GUIDELINES ARE DISSEMINATED AND SHARED WITH AUTHORIZERS, INFORM STATE AND FEDERAL LEGISLATION, AND SERVE AS THE BASIS FOR EVALUATION OF AUTHORIZER PRACTICES.

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4D	HUMAN CAPITAL - SUBGRANTS NACSA RECOGNIZES THE IMPACT OF HUMAN CAPITAL NEEDS OF THE NATION'S CHARTER SCHOOL AUTHORIZERS ON THE OVERALL IMPROVEMENT OF QUALITY IN THE SECTOR. NACSA'S TALENT AND ENGAGEMENT INITIATIVES WORK TO INCREASE THE NUMBER OF QUALITY INDIVIDUALS ENTERING THE FIELD, TO CULTIVATE AND DEVELOP HIGH-POTENTIAL TALENT ALREADY WORKING IN AUTHORIZING, AND TO BUILD A POWERFUL NETWORK OF CURRENT AND FUTURE EFFECTIVE LEADERS TO HELP RETAIN THEM IN THE SECTOR. NACSA'S INITIATIVES IN THESE AREAS INCLUDE ITS LEADERS PROGRAM, REGIONAL MEETINGS AND A VARIETY OF WEBINARS. WITH A GRANT FROM A PRIVATE FOUNDATION, NACSA WAS ABLE TO AWARD SUB-GRANTS TO ORGANIZATIONS REPRESENTING CITIES ENGAGED IN A DISTRICT-CHARTER COLLABORATION COMPACT PROGRAM (COMPACT PROGRAM). THESE ONE-TIME, LUMP SUM GRANTS WERE AWARDED TO EACH CITY BASED ON COMPLETION OF A COMPACT AGREEMENT BETWEEN THE LOCAL SCHOOL DISTRICT AND ITS CHARTER SCHOOLS ALONG WITH THE SUBMISSION OF AN APPROVED APPLICATION. FOR FISCAL YEAR ENDED JUNE 30, 2018, 115,000 IN SUB-GRANTS UNDER THIS PROGRAM WAS AWARDED. FOR FISCAL YEAR ENDED JUNE 30, 2017, THERE WERE NO SUB-GRANTS AWARDED. INVESTMENTS MADE UNDER THIS PROGRAM ARE TARGETED TO ACTIVITIES SUPPORTING THE OBJECTIVES OF THE DISTRICT'S COMPLETED COMPACT. APPLICANTS WERE EVALUATED IN TERMS OF THEIR PROPOSAL'S ALIGNMENT WITH THE GOALS OF THE COMPACT PROGRAM, POTENTIAL FOR IMPACT ON COMPACT PROGRAM OBJECTIVES, LEVEL OF DETAIL IN PROJECT PLAN, AS WELL AS CLARITY AROUND GOALS, DELIVERABLES AND MEASURES OF SUCCESS. ANNUAL CONFERENCE NACSA HOSTS ITS OWN ANNUAL CONFERENCE EACH FALL FEATURING NATIONALLY RECOGNIZED KEYNOTE AND PLENARY SPEAKERS AND A CHOICE OF MORE THAN 40 HIGHLY INTERACTIVE AND PRACTICE-ORIENTED WORKSHOPS DEVELOPED BY AND FOR CHARTER AUTHORIZERS AND FOCUSED ON ISSUES OF TOPICAL IMPORTANCE TO ALL WHO ARE DEDICATED TO ADVANCING CHARTER SCHOOLS. MEMBERSHIP NACSA WAS FOUNDED BY AND CONTINUES TO SERVE A DIVERSE ARRAY OF AUTHORIZING AGENCIES INCLUDING STATE EDUCATION AGENCIES, SCHOOL DISTRICTS, COLLEGES AND UNIVERSITIES, SPECIAL PURPOSE OR INDEPENDENT CHARTERING BOARDS, MUNICIPALITIES, AND PRIVATE NOT-FOR-PROFIT ORGANIZATIONS. SEVERAL ACTIVE AND FORMER AUTHORIZERS SERVE ALONG WITH NON-AUTHORIZERS ON THE NACSA BOARD OF DIRECTORS. NACSA PUBLISHES ISSUE BRIEFS, CASE STUDIES, AND MONOGRAPHS. NACSA ALSO HOSTS A WEBINAR SERIES, CREATES OPPORTUNITIES FOR SHARED LEARNING VIA VIRTUAL COHORTS, AND FACILITATES MEETINGS THAT BRING TOGETHER MEMBERS TO DISCUSS SPECIAL TOPICS OF COMMON CONCERN. MEMBER FEEDBACK IS ALSO SOLICITED THROUGHOUT THE YEAR AND NACSA CONTINUES TO FIND WAYS TO FACILITATE SHARING AND DIALOGUE AMONG MEMBERS. MEMBERS ARE ALSO CONNECTED TO OTHER NACSA DIVISIONS IF THEY SEEK ADDITIONAL KNOWLEDGE OR ARE LOOKING FOR MORE CUSTOMIZED RESOURCES.

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 6, PART VI, LINE 6	NACSA'S BYLAWS ESTABLISH TWO CLASSES OF MEMBERSHIP 1 REGULAR MEMBERSHIP IS OPEN TO INSTI TUTIONS, AGENCIES, AND OTHER ENTITIES ACROSS THE UNITED STATES THAT ARE LEGISLATIVELY AUTH ORIZED TO GRANT CHARTERS FOR OPERATION OF PUBLIC CHARTER SCHOOLS AND TO OVERSEE AND EVALUA TE PUBLIC CHARTER SCHOOL PERFORMANCE 2 ASSOCIATE MEMBERSHIP IS OPEN TO ORGANIZATIONS THA T SUPPORT THE MISSION OF NACSA BUT ARE NOT LEGISLATIVELY AUTHORIZED TO GRANT CHARTERS AND TO ANY INDIVIDUALS THAT SUPPORT THE MISSION OF NACSA

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 6, PART VI, LINE 7A	NACSA'S BYLAWS PROVIDE FOR THE ELECTION OF BOARD MEMBERS BY A VOTE OF THE BOARD OF DIRECTORS THE COMPOSITION OF THE BOARD IS RESTRICTED TO NACSA MEMBERS NOMINATIONS FOR BOARD MEMBERS ARE SOLICITED FROM NACSA'S MEMBERSHIP

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 6, PART VI, LINE 7B	NACSA'S BYLAWS PROVIDE FOR THE FOLLOWING OVERSIGHT BY THE MEMBERSHIP (DURING THE ANNUAL MEETING) OF GOVERNANCE DECISIONS 1 REGULAR MEMBERS WILL VOTE ON ANY RESOLUTIONS PROPOSED FOR THE ASSOCIATION THAT HAVE BEEN DULY FILED IN WRITING IN ACCORDANCE WITH ARTICLE X(RESOLUTIONS), AND MAY PASS SUCH RESOLUTIONS BY A MAJORITY VOTE OF ALL REGULAR MEMBERS PRESENT AND VOTING 2 ANY DULY FILED AMENDMENTS TO THE BYLAWS MAY BE ADOPTED BY A MAJORITY VOTE OF ALL REGULAR MEMBERS PRESENT AND VOTING 3 THE ASSOCIATION'S MEMBERSHIP MAY ACT TO REPEAL THE BYLAWS OR ADOPT NEW BYLAWS BY MAJORITY VOTE OF ALL REGULAR MEMBERS PRESENT AND VOTING

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 6, PART VI, LINE 11B	NACSA HAS ESTABLISHED A FINANCE COMMITTEE WHICH IS COMPOSED OF 5 MEMBERS OF THE BOARD OF DIRECTORS THE DUTIES AND RESPONSIBILITY OF THE FINANCE COMMITTEE INCLUDE THE INDEPENDENT AUDIT REPORT REVIEW FUNCTION AND THE FORM 990 REVIEW SPECIFICALLY, THE FORM 990 IS PROVIDED ELECTRONICALLY TO ALL FINANCE COMMITTEE MEMBERS MEMBERS FORWARD ANY COMMENTS OR QUESTIONS DIRECTLY TO NACSA'S CFO PRIOR TO FILING

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 6, PART VI, LINE 12C	NACSA'S PRESIDENT AND CEO WILL MONITOR PROPOSED OR ONGOING CONFLICTS OF INTEREST AND DISCLOSE THEM TO THE FINANCE COMMITTEE IN ORDER TO DEAL WITH POTENTIAL OR ACTUAL CONFLICTS THE PRESIDENT AND CEO, AFTER CONSULTATION WITH THE FINANCE COMMITTEE, SHALL DETERMINE WHETHER A CONFLICT EXISTS AND IS MATERIAL, AND IN THE PRESENCE OF AN EXISTING MATERIAL CONFLICT, WHETHER THE CONTEMPLATED TRANSACTION MAY BE AUTHORIZED AS BEING NECESSARY FOR A COMPELLING REASON, JUST, FAIR, AND REASONABLE TO NACSA THE DECISION OF THE PRESIDENT & CEO ON THESE MATTERS WILL REST IN HIS SOLE DISCRETION, AND HIS CONCERN MUST BE THE WELFARE OF NACSA AND THE ADVANCEMENT OF ITS PURPOSE THE PRESIDENT AND CEO WILL PROVIDE AN ANNUAL UPDATE TO THE BOARD OF DIRECTORS ON CONFLICT OF INTEREST DISCLOSURES

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 6, PART VI, LINE 15A	THE PROCESS FOR DETERMINING EMPLOYEE COMPENSATION OF NASCA, ALSO APPLIES TO THE COMPENSATION DETERMINATION OF THE PRESIDENT & CEO OF THE ORGANIZATION THE PROCESS INCLUDES ALL OF THESE ELEMENTS 1) REVIEW AND APPROVAL BY THE BOARD OF DIRECTORS OF THE ORGANIZATION, 2) USE OF DATA AS TO COMPARABLE COMPENSATION, AND 3) CONTEMPORANEOUS DOCUMENTATION AND RECORDKEEPING 1) REVIEW AND APPROVAL - THE COMPENSATION OF THE PRESIDENT & CEO IS REVIEWED AND APPROVED BY AN APPOINTED SUBCOMMITTEE OF THE BOARD OF DIRECTORS OF THE ORGANIZATION THE COMPENSATION IS THEN APPROVED BY THE ENTIRE BOARD OF DIRECTORS ANY PERSONS WITH CONFLICT OF INTERESTS WITH RESPECT TO THE COMPENSATION ARRANGEMENT AT ISSUE ARE NOT INVOLVED IN THIS REVIEW AND APPROVAL 2) USE OF DATA AS TO COMPARABLE COMPENSATION - THE COMPENSATION OF THE PRESIDENT & CEO IS REVIEWED AND APPROVED USING DATA AS TO COMPARABLE COMPENSATION FOR SIMILARLY QUALIFIED PERSONS IN FUNCTIONALLY COMPARABLE POSITIONS AT SIMILARLY SITUATED ORGANIZATIONS 3) CONTEMPORANEOUS DOCUMENTATION AND RECORDKEEPING - THERE IS CONTEMPORANEOUS DOCUMENTATION AND RECORDKEEPING WITH RESPECT TO THE DELIBERATIONS AND DECISIONS REGARDING THE COMPENSATION ARRANGEMENT

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 6, PART VI, LINE 15B	THE PROCESS INCLUDES ALL OF THESE ELEMENTS 1) REVIEW AND APPROVAL BY THE BOARD OF DIRECTORS OF THE ORGANIZATION, 2) USE OF DATA AS TO COMPARABLE COMPENSATION, AND 3) CONTEMPORANEOUS DOCUMENTATION AND RECORDKEEPING

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 6, PART VI, LINE 19	GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICY, AND FINANCIAL STATEMENTS ARE MADE AVAILABLE TO THE PUBLIC UPON REQUEST

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART IX, LINE 11G	CONSULTING FEES 1,291,409 32,262 0 SPEAKER FEES 10,000 0 0 TOTAL 1,301,409 32,262 0

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART XI, LINE 9	RENTAL EXPENSES 34,958 RENTAL EXPENSES -34,958

SCHEDULE R
(Form 990)

Department of the Treasury
Internal Revenue Service

Related Organizations and Unrelated Partnerships

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.
▶ Attach to Form 990.
▶ Information about Schedule R (Form 990) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2017

Open to Public Inspection

Name of the organization
NATIONAL ASSOCIATION OF CHARTER
SCHOOL AUTHORIZERS

Employer identification number
84-1553195

Part I Identification of Disregarded Entities Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity

Part II Identification of Related Tax-Exempt Organizations Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related tax-exempt organizations during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No
(1)BUILDING EQUITY INITIATIVE ONE SOUTH DEARBORN STREET CHICAGO, IL 60603 82-2116378	SCHOOLS	DE	501C3	12A	N/A		No

Part III Identification of Related Organizations Taxable as a Partnership Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a partnership during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income(related, unrelated, excluded from tax under sections 512- 514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	

Part IV Identification of Related Organizations Taxable as a Corporation or Trust Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a corporation or trust during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of- year assets	(h) Percentage ownership	(i) Section 512(b) (13) controlled entity?	
								Yes	No

Part V Transactions With Related Organizations Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

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

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

a Receipt of (i) interest, (ii)annuities, (iii) royalties, or(iv) rent from a controlled entity

b Gift, grant, or capital contribution to related organization(s)

c Gift, grant, or capital contribution from related organization(s)

d Loans or loan guarantees to or for related organization(s)

e Loans or loan guarantees by related organization(s)

f Dividends from related organization(s)

g Sale of assets to related organization(s)

h Purchase of assets from related organization(s)

i Exchange of assets with related organization(s)

j Lease of facilities, equipment, or other assets to related organization(s)

k Lease of facilities, equipment, or other assets from related organization(s)

l Performance of services or membership or fundraising solicitations for related organization(s)

m Performance of services or membership or fundraising solicitations by related organization(s)

n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)

o Sharing of paid employees with related organization(s)

p Reimbursement paid to related organization(s) for expenses

q Reimbursement paid by related organization(s) for expenses

r Other transfer of cash or property to related organization(s)

s Other transfer of cash or property from related organization(s)

Yes

No

1a

No

1b

No

1c

No

1d

No

1e

No

1f

No

1g

No

1h

No

1i

No

1j

No

1k

No

1l

No

1m

No

1n

No

1o

No

1p

No

1q

No

1r

No

1s

No

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved

Schedule R (Form 990) 2017

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

[illegible]

Part VII **Supplemental Information**

Provide additional information for responses to questions on Schedule R (see instructions)