Form **990-PF**

Department of the Treasury
Internal Revenue Service

Return of Private Foundation

or Section 4947(a)(1) Trust Treated as Private Foundation

▶ Do not enter social security numbers on this form as it may be made public.
▶ Go to *www.irs.gov/Form990PF* for instructions and the latest information.

OMB No 1545-0052

2018

Open to Public Inspection

For calendar year 2018, or tax year beginning 01-01-2018 , and ending 12-31-2018

Name of foundation
THAYER CORPORATION
% PG CALC

A Employer identification number
23-6266383

Number and street (or P O box number if mail is not delivered to street address) Room/suite
4 PARK AVENUE

B Telephone number (see instructions)
(610) 544-4545

City or town, state or province, country, and ZIP or foreign postal code
SWATHHMORE, PA 19081

C If exemption application is pending, check here ▶ ☐

G Check all that apply ☐ Initial return ☐ Initial return of a former public charity
☐ Final return ☐ Amended return
☑ Address change ☐ Name change

D 1. Foreign organizations, check here ▶ ☐
2 Foreign organizations meeting the 85% test, check here and attach computation ▶ ☐

H Check type of organization ☑ Section 501(c)(3) exempt private foundation
☐ Section 4947(a)(1) nonexempt charitable trust ☐ Other taxable private foundation

E If private foundation status was terminated under section 507(b)(1)(A), check here ▶ ☐

I Fair market value of all assets at end of year (from Part II, col (c), *line 16)* ▶$ 1,268,597

J Accounting method ☑ Cash ☐ Accrual
☐ Other (specify)
(Part I, column (d) must be on cash basis)

F If the foundation is in a 60-month termination under section 507(b)(1)(B), check here ▶ ☐

Part I **Analysis of Revenue and Expenses** *(The total of amounts in columns (b), (c), and (d) may not necessarily equal the amounts in column (a) (see instructions))*

			(a) Revenue and expenses per books	(b) Net investment income	(c) Adjusted net income	(d) Disbursements for charitable purposes (cash basis only)
Revenue	1	Contributions, gifts, grants, etc , received (attach schedule)				
	2	Check ▶ ☑ if the foundation is **not** required to attach Sch B				
	3	Interest on savings and temporary cash investments	512	489		
	4	Dividends and interest from securities	45,820	45,820		
	5a	Gross rents				
	b	Net rental income or (loss)				
	6a	Net gain or (loss) from sale of assets not on line 10	67,929			
	b	Gross sales price for all assets on line 6a 111,041				
	7	Capital gain net income (from Part IV, line 2)		1,550		
	8	Net short-term capital gain				
	9	Income modifications				
	10a	Gross sales less returns and allowances				
	b	Less Cost of goods sold				
	c	Gross profit or (loss) (attach schedule)				
	11	Other income (attach schedule)	-1,499	1		
	12	**Total.** Add lines 1 through 11	112,762	47,860		
Operating and Administrative Expenses	13	Compensation of officers, directors, trustees, etc	30,000	3,750		26,250
	14	Other employee salaries and wages				
	15	Pension plans, employee benefits				
	16a	Legal fees (attach schedule)				
	b	Accounting fees (attach schedule)	2,300			2,300
	c	Other professional fees (attach schedule)	12,281	12,281		
	17	Interest	60	60		
	18	Taxes (attach schedule) (see instructions)				
	19	Depreciation (attach schedule) and depletion				
	20	Occupancy				
	21	Travel, conferences, and meetings	9,796			9,796
	22	Printing and publications				
	23	Other expenses (attach schedule)	1,419	620		7
	24	**Total operating and administrative expenses.** Add lines 13 through 23	55,856	16,711		38,353
	25	Contributions, gifts, grants paid	43,000			43,000
	26	**Total expenses and disbursements.** Add lines 24 and 25	98,856	16,711		81,353
	27	Subtract line 26 from line 12				
	a	**Excess of revenue over expenses and disbursements**	13,906			
	b	**Net investment income** (if negative, enter -0-)		31,149		
	c	**Adjusted net income** (if negative, enter -0-)				

Part II Balance Sheets

Attached schedules and amounts in the description column should be for end-of-year amounts only (See instructions)

			Beginning of year	End of year	
			(a) Book Value	(b) Book Value	(c) Fair Market Value
Assets	1	Cash—non-interest-bearing	28,671	73,103	73,103
	2	Savings and temporary cash investments			
	3	Accounts receivable ▶ Less allowance for doubtful accounts ▶			
	4	Pledges receivable ▶ Less allowance for doubtful accounts ▶			
	5	Grants receivable			
	6	Receivables due from officers, directors, trustees, and other disqualified persons (attach schedule) (see instructions)			
	7	Other notes and loans receivable (attach schedule) ▶ Less allowance for doubtful accounts ▶			
	8	Inventories for sale or use			
	9	Prepaid expenses and deferred charges			
	10a	Investments—U S and state government obligations (attach schedule)			
	b	Investments—corporate stock (attach schedule)	704,910	679,185	933,036
	c	Investments—corporate bonds (attach schedule)			
	11	Investments—land, buildings, and equipment basis ▶ Less accumulated depreciation (attach schedule) ▶			
	12	Investments—mortgage loans			
	13	Investments—other (attach schedule)	307,587	306,154	262,458
	14	Land, buildings, and equipment basis ▶ Less accumulated depreciation (attach schedule) ▶			
	15	Other assets (describe ▶)			
	16	**Total assets** (to be completed by all filers—see the instructions Also, see page 1, item I)	1,041,168	1,058,442	1,268,597
Liabilities	17	Accounts payable and accrued expenses			
	18	Grants payable			
	19	Deferred revenue			
	20	Loans from officers, directors, trustees, and other disqualified persons			
	21	Mortgages and other notes payable (attach schedule)			
	22	Other liabilities (describe ▶)			
	23	**Total liabilities**(add lines 17 through 22)		0	
Net Assets or Fund Balances		**Foundations that follow SFAS 117, check here ▶ ☑ and complete lines 24 through 26 and lines 30 and 31.**			
	24	Unrestricted	1,041,168	1,058,442	
	25	Temporarily restricted			
	26	Permanently restricted			
		Foundations that do not follow SFAS 117, check here ▶ ☐ and complete lines 27 through 31.			
	27	Capital stock, trust principal, or current funds			
	28	Paid-in or capital surplus, or land, bldg , and equipment fund			
	29	Retained earnings, accumulated income, endowment, or other funds			
	30	**Total net assets or fund balances** (see instructions)	1,041,168	1,058,442	
	31	**Total liabilities and net assets/fund balances** (see instructions)	1,041,168	1,058,442	

Part III Analysis of Changes in Net Assets or Fund Balances

1	Total net assets or fund balances at beginning of year—Part II, column (a), line 30 (must agree with end-of-year figure reported on prior year's return)	1	1,041,168
2	Enter amount from Part I, line 27a	2	13,906
3	Other increases not included in line 2 (itemize) ▶	3	3,372
4	Add lines 1, 2, and 3	4	1,058,446
5	Decreases not included in line 2 (itemize) ▶	5	4
6	Total net assets or fund balances at end of year (line 4 minus line 5)—Part II, column (b), line 30	6	1,058,442

Part IV Capital Gains and Losses for Tax on Investment Income

(a) List and describe the kind(s) of property sold (e g , real estate, 2-story brick warehouse, or common stock, 200 shs MLC Co)	(b) How acquired P—Purchase D—Donation	(c) Date acquired (mo , day, yr)	(d) Date sold (mo , day, yr)
1a			
b			
c			
d			
e			

	(e) Gross sales price	(f) Depreciation allowed (or allowable)	(g) Cost or other basis plus expense of sale	(h) Gain or (loss) (e) plus (f) minus (g)
a				
b				
c				
d				
e				

	Complete only for assets showing gain in column (h) and owned by the foundation on 12/31/69			(l) Gains (Col (h) gain minus col (k), but not less than -0-) **or** Losses (from col (h))
	(i) F M V as of 12/31/69	(j) Adjusted basis as of 12/31/69	(k) Excess of col (i) over col (j), if any	
a				
b				
c				
d				
e				

2 Capital gain net income or (net capital loss) { If gain, also enter in Part I, line 7 / If (loss), enter -0- in Part I, line 7 }	2	1,550
3 Net short-term capital gain or (loss) as defined in sections 1222(5) and (6) If gain, also enter in Part I, line 8, column (c) (see instructions) If (loss), enter -0- in Part I, line 8	3	

Part V Qualification Under Section 4940(e) for Reduced Tax on Net Investment Income

(For optional use by domestic private foundations subject to the section 4940(a) tax on net investment income)

If section 4940(d)(2) applies, leave this part blank

Was the foundation liable for the section 4942 tax on the distributable amount of any year in the base period? ☐ Yes ☑ No

If "Yes," the foundation does not qualify under section 4940(e) Do not complete this part

1 Enter the appropriate amount in each column for each year, see instructions before making any entries

(a) Base period years Calendar year (or tax year beginning in)	(b) Adjusted qualifying distributions	(c) Net value of noncharitable-use assets	(d) Distribution ratio (col (b) divided by col (c))
2017	76,465	1,358,538	0 056285
2016	64,300	1,264,078	0 050867
2015	71,985	1,309,151	0 054986
2014	68,338	1,365,600	0 050042
2013	64,377	1,296,489	0 049655

2 Total of line 1, column (d)	2	0 261835
3 Average distribution ratio for the 5-year base period—divide the total on line 2 by 5 0, or by the number of years the foundation has been in existence if less than 5 years	3	0 052367
4 Enter the net value of noncharitable-use assets for 2018 from Part X, line 5	4	1,378,718
5 Multiply line 4 by line 3	5	72,199
6 Enter 1% of net investment income (1% of Part I, line 27b)	6	311
7 Add lines 5 and 6	7	72,510
8 Enter qualifying distributions from Part XII, line 4	8	81,353

If line 8 is equal to or greater than line 7, check the box in Part VI, line 1b, and complete that part using a 1% tax rate See the Part VI instructions

Part VI **Excise Tax Based on Investment Income (Section 4940(a), 4940(b), 4940(e), or 4948—see instructions)**

1a	Exempt operating foundations described in section 4940(d)(2), check here ▶ ☐ and enter "N/A" on line 1 Date of ruling or determination letter ________ **(attach copy of letter if necessary–see instructions)**				
b	Domestic foundations that meet the section 4940(e) requirements in Part V, check here ▶ ☑ and enter 1% of Part I, line 27b			1	311
c	All other domestic foundations enter 2% of line 27b Exempt foreign organizations enter 4% of Part I, line 12, col (b)				
2	Tax under section 511 (domestic section 4947(a)(1) trusts and taxable foundations only Others enter -0-)			2	
3	Add lines 1 and 2			3	311
4	Subtitle A (income) tax (domestic section 4947(a)(1) trusts and taxable foundations only Others enter -0-)			4	
5	**Tax based on investment income.** Subtract line 4 from line 3 If zero or less, enter -0-			5	311
6	Credits/Payments				
a	2018 estimated tax payments and 2017 overpayment credited to 2018	6a			
b	Exempt foreign organizations—tax withheld at source	6b			
c	Tax paid with application for extension of time to file (Form 8868)	6c	400		
d	Backup withholding erroneously withheld	6d			
7	Total credits and payments Add lines 6a through 6d			7	400
8	Enter any **penalty** for underpayment of estimated tax Check here ☐ if Form 2220 is attached			8	
9	**Tax due.** If the total of lines 5 and 8 is more than line 7, enter **amount owed** ▶			9	
10	**Overpayment.** If line 7 is more than the total of lines 5 and 8, enter the **amount overpaid** ▶			10	89
11	Enter the amount of line 10 to be **Credited to 2019 estimated tax** ▶ 89 **Refunded** ▶			11	

Part VII-A **Statements Regarding Activities**

			Yes	No
1a	During the tax year, did the foundation attempt to influence any national, state, or local legislation or did it participate or intervene in any political campaign?	1a		No
b	Did it spend more than $100 during the year (either directly or indirectly) for political purposes? (see Instructions for definition).	1b		No
	*If the answer is "Yes" to **1a** or **1b**, attach a detailed description of the activities and copies of any materials published or distributed by the foundation in connection with the activities*			
c	Did the foundation file **Form 1120-POL** for this year?	1c		No
d	Enter the amount (if any) of tax on political expenditures (section 4955) imposed during the year **(1)** On the foundation ▶ $ ________ **(2)** On foundation managers ▶ $ ________			
e	Enter the reimbursement (if any) paid by the foundation during the year for political expenditure tax imposed on foundation managers ▶ $ ________			
2	Has the foundation engaged in any activities that have not previously been reported to the IRS? *If "Yes," attach a detailed description of the activities*	2		No
3	Has the foundation made any changes, not previously reported to the IRS, in its governing instrument, articles of incorporation, or bylaws, or other similar instruments? *If "Yes," attach a conformed copy of the changes*	3		No
4a	Did the foundation have unrelated business gross income of $1,000 or more during the year?	4a		No
b	If "Yes," has it filed a tax return on **Form 990-T** for this year?	4b		
5	Was there a liquidation, termination, dissolution, or substantial contraction during the year? *If "Yes," attach the statement required by General Instruction T*	5		No
6	Are the requirements of section 508(e) (relating to sections 4941 through 4945) satisfied either • By language in the governing instrument, or • By state legislation that effectively amends the governing instrument so that no mandatory directions that conflict with the state law remain in the governing instrument?	6	Yes	
7	Did the foundation have at least $5,000 in assets at any time during the year? *If "Yes," complete Part II, col (c), and Part XV*	7	Yes	
8a	Enter the states to which the foundation reports or with which it is registered (see instructions) ▶ ________			
b	If the answer is "Yes" to line 7, has the foundation furnished a copy of Form 990-PF to the Attorney General (or designate) of each state as required by General Instruction G? *If "No," attach explanation*	8b	Yes	
9	Is the foundation claiming status as a private operating foundation within the meaning of section 4942(j)(3) or 4942(j)(5) for calendar year 2018 or the taxable year beginning in 2018? See the instructions for Part XIV If "Yes," complete Part XIV	9		No
10	Did any persons become substantial contributors during the tax year? *If "Yes," attach a schedule listing their names and addresses*	10		No

Part VII-A Statements Regarding Activities (continued)

		Line	Yes	No
11	At any time during the year, did the foundation, directly or indirectly, own a controlled entity within the meaning of section 512(b)(13)? If "Yes," attach schedule See instructions.	11		No
12	Did the foundation make a distribution to a donor advised fund over which the foundation or a disqualified person had advisory privileges? If "Yes," attach statement See instructions	12		No
13	Did the foundation comply with the public inspection requirements for its annual returns and exemption application?	13	Yes	

Website address ▶N/A

14 The books are in care of ▶PAUL E MACHT Telephone no ▶(610) 544-4545

Located at ▶10 BRETTAGNE ARBORDEAU DEVON PA ZIP+4 ▶19333

15 Section 4947(a)(1) nonexempt charitable trusts filing Form 990-PF in lieu of **Form 1041** —check here . . . ▶ ☐
and enter the amount of tax-exempt interest received or accrued during the year . . . ▶ 15

		Line	Yes	No
16	At any time during calendar year 2018, did the foundation have an interest in or a signature or other authority over a bank, securities, or other financial account in a foreign country?	16		No
	See the instructions for exceptions and filing requirements for FinCEN Form 114 If "Yes", enter the name of the foreign country ▶			

Part VII-B Statements Regarding Activities for Which Form 4720 May Be Required

File Form 4720 if any item is checked in the "Yes" column, unless an exception applies.

			Line	Yes	No
1a	During the year did the foundation (either directly or indirectly)				
	(1) Engage in the sale or exchange, or leasing of property with a disqualified person?	☐ Yes ☑ No			
	(2) Borrow money from, lend money to, or otherwise extend credit to (or accept it from) a disqualified person?	☐ Yes ☑ No			
	(3) Furnish goods, services, or facilities to (or accept them from) a disqualified person?	☐ Yes ☑ No			
	(4) Pay compensation to, or pay or reimburse the expenses of, a disqualified person?	☐ Yes ☑ No			
	(5) Transfer any income or assets to a disqualified person (or make any of either available for the benefit or use of a disqualified person)?	☐ Yes ☑ No			
	(6) Agree to pay money or property to a government official? (**Exception.** Check "No" if the foundation agreed to make a grant to or to employ the official for a period after termination of government service, if terminating within 90 days).	☐ Yes ☑ No			
b	If any answer is "Yes" to 1a(1)-(6), did **any** of the acts fail to qualify under the exceptions described in Regulations section 53 4941(d)-3 or in a current notice regarding disaster assistance? See instructions		1b		
	Organizations relying on a current notice regarding disaster assistance check here. ▶ ☐				
c	Did the foundation engage in a prior year in any of the acts described in 1a, other than excepted acts, that were not corrected before the first day of the tax year beginning in 2018?		1c		
2	Taxes on failure to distribute income (section 4942) (does not apply for years the foundation was a private operating foundation defined in section 4942(j)(3) or 4942(j)(5))				
a	At the end of tax year 2018, did the foundation have any undistributed income (lines 6d and 6e, Part XIII) for tax year(s) beginning before 2018?	☐ Yes ☑ No			
	If "Yes," list the years ▶ 20____ , 20____ , 20____ , 20____				
b	Are there any years listed in 2a for which the foundation is **not** applying the provisions of section 4942(a)(2) (relating to incorrect valuation of assets) to the year's undistributed income? (If applying section 4942(a)(2) to **all** years listed, answer "No" and attach statement—see instructions)		2b		
c	If the provisions of section 4942(a)(2) are being applied to **any** of the years listed in 2a, list the years here ▶ 20____ , 20____ , 20____ , 20____				
3a	Did the foundation hold more than a 2% direct or indirect interest in any business enterprise at any time during the year?	☐ Yes ☑ No			
b	If "Yes," did it have excess business holdings in 2018 as a result of **(1)** any purchase by the foundation or disqualified persons after May 26, 1969, **(2)** the lapse of the 5-year period (or longer period approved by the Commissioner under section 4943(c)(7)) to dispose of holdings acquired by gift or bequest, or **(3)** the lapse of the 10-, 15-, or 20-year first phase holding period? *(Use Schedule C, Form 4720, to determine if the foundation had excess business holdings in 2018).*		3b		
4a	Did the foundation invest during the year any amount in a manner that would jeopardize its charitable purposes?		4a		No
b	Did the foundation make any investment in a prior year (but after December 31, 1969) that could jeopardize its charitable purpose that had not been removed from jeopardy before the first day of the tax year beginning in 2018?		4b		No

Part VII-B Statements Regarding Activities for Which Form 4720 May Be Required *(continued)*

			Yes	No
5a	During the year did the foundation pay or incur any amount to			
	(1) Carry on propaganda, or otherwise attempt to influence legislation (section 4945(e))? ☐ Yes ☑ No			
	(2) Influence the outcome of any specific public election (see section 4955), or to carry on, directly or indirectly, any voter registration drive? ☐ Yes ☑ No			
	(3) Provide a grant to an individual for travel, study, or other similar purposes? ☐ Yes ☑ No			
	(4) Provide a grant to an organization other than a charitable, etc , organization described in section 4945(d)(4)(A)? See instructions. ☐ Yes ☑ No			
	(5) Provide for any purpose other than religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals? ☐ Yes ☑ No			
b	If any answer is "Yes" to 5a(1)–(5), did **any** of the transactions fail to qualify under the exceptions described in Regulations section 53 4945 or in a current notice regarding disaster assistance? See instructions	5b		
	Organizations relying on a current notice regarding disaster assistance check here ▶ ☐			
c	If the answer is "Yes" to question 5a(4), does the foundation claim exemption from the tax because it maintained expenditure responsibility for the grant? ☐ Yes ☐ No *If "Yes," attach the statement required by Regulations section 53 4945–5(d)*			
6a	Did the foundation, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? ☐ Yes ☑ No			
b	Did the foundation, during the year, pay premiums, directly or indirectly, on a personal benefit contract? *If "Yes" to 6b, file Form 8870*	6b		No
7a	At any time during the tax year, was the foundation a party to a prohibited tax shelter transaction? ☐ Yes ☑ No			
b	If yes, did the foundation receive any proceeds or have any net income attributable to the transaction?	7b		
8	Is the foundation subject to the section 4960 tax on payment(s) of more than $1,000,000 in remuneration or excess parachute payment during the year? ☐ Yes ☑ No			

Part VIII Information About Officers, Directors, Trustees, Foundation Managers, Highly Paid Employees, and Contractors

1 List all officers, directors, trustees, foundation managers and their compensation. See instructions

(a) Name and address	**(b)** Title, and average hours per week devoted to position	**(c)** Compensation **(If not paid, enter -0-)**	**(d)** Contributions to employee benefit plans and deferred compensation	**(e)** Expense account, other allowances
See Additional Data Table				

2 Compensation of five highest-paid employees (other than those included on line 1—see instructions). If none, enter "NONE."

(a) Name and address of each employee paid more than $50,000	**(b)** Title, and average hours per week devoted to position	**(c)** Compensation	**(d)** Contributions to employee benefit plans and deferred compensation	**(e)** Expense account, other allowances
NONE				

Total number of other employees paid over $50,000 ▶

Part VIII **Information About Officers, Directors, Trustees, Foundation Managers, Highly Paid Employees, and Contractors *(continued)***

3 Five highest-paid independent contractors for professional services (see instructions). If none, enter "NONE".

(a) Name and address of each person paid more than $50,000	**(b)** Type of service	**(c)** Compensation
NONE		
Total number of others receiving over $50,000 for professional services. . . . . ▶		

Part IX-A **Summary of Direct Charitable Activities**

List the foundation's four largest direct charitable activities during the tax year Include relevant statistical information such as the number of organizations and other beneficiaries served, conferences convened, research papers produced, etc	Expenses
1	
2	
3	
4	

Part IX-B **Summary of Program-Related Investments** (see instructions)

Describe the two largest program-related investments made by the foundation during the tax year on lines 1 and 2	Amount
1 N/A	
2	
All other program-related investments See instructions	
3	
Total. Add lines 1 through 3 . . . . ▶	

Part X **Minimum Investment Return** (All domestic foundations must complete this part Foreign foundations,see instructions)

1	Fair market value of assets not used (or held for use) directly in carrying out charitable, etc , purposes		
a	Average monthly fair market value of securities.	1a	1,349,627
b	Average of monthly cash balances.	1b	50,087
c	Fair market value of all other assets (see instructions).	1c	0
d	**Total** (add lines 1a, b, and c).	1d	1,399,714
e	Reduction claimed for blockage or other factors reported on lines 1a and 1c (attach detailed explanation). **1e**		
2	Acquisition indebtedness applicable to line 1 assets.	2	
3	Subtract line 2 from line 1d.	3	1,399,714
4	Cash deemed held for charitable activities Enter 1 1/2% of line 3 (for greater amount, see instructions).	4	20,996
5	**Net value of noncharitable-use assets.** Subtract line 4 from line 3 Enter here and on Part V, line 4	5	1,378,718
6	**Minimum investment return.** Enter 5% of line 5.	6	68,936

Part XI **Distributable Amount** (see instructions) (Section 4942(j)(3) and (j)(5) private operating foundations and certain foreign organizations check here ▶ ☐ and do not complete this part)

1	Minimum investment return from Part X, line 6.			1	68,936
2a	Tax on investment income for 2018 from Part VI, line 5.	2a	311		
b	Income tax for 2018 (This does not include the tax from Part VI).	2b			
c	Add lines 2a and 2b.			2c	311
3	Distributable amount before adjustments Subtract line 2c from line 1.			3	68,625
4	Recoveries of amounts treated as qualifying distributions.			4	
5	Add lines 3 and 4.			5	68,625
6	Deduction from distributable amount (see instructions).			6	
7	**Distributable amount** as adjusted Subtract line 6 from line 5 Enter here and on Part XIII, line 1.			7	68,625

Part XII **Qualifying Distributions** (see instructions)

1	Amounts paid (including administrative expenses) to accomplish charitable, etc , purposes		
a	Expenses, contributions, gifts, etc —total from Part I, column (d), line 26.	1a	81,353
b	Program-related investments—total from Part IX-B.	1b	
2	Amounts paid to acquire assets used (or held for use) directly in carrying out charitable, etc , purposes.	2	
3	Amounts set aside for specific charitable projects that satisfy the		
a	Suitability test (prior IRS approval required).	3a	
b	Cash distribution test (attach the required schedule).	3b	
4	**Qualifying distributions.** Add lines 1a through 3b Enter here and on Part V, line 8, and Part XIII, line 4	4	81,353
5	Foundations that qualify under section 4940(e) for the reduced rate of tax on net investment income Enter 1% of Part I, line 27b See instructions.	5	311
6	**Adjusted qualifying distributions.** Subtract line 5 from line 4.	6	81,042

Note: The amount on line 6 will be used in Part V, column (b), in subsequent years when calculating whether the foundation qualifies for the section 4940(e) reduction of tax in those years

Part XIII Undistributed Income (see instructions)

	(a) Corpus	(b) Years prior to 2017	(c) 2017	(d) 2018
1 Distributable amount for 2018 from Part XI, line 7				68,625
2 Undistributed income, if any, as of the end of 2018				
a Enter amount for 2017 only.				
b Total for prior years 20___ , 20___ , 20___				
3 Excess distributions carryover, if any, to 2018				
a From 2013. 1,320				
b From 2014. 1,513				
c From 2015. 6,972				
d From 2016. 1,889				
e From 2017. 9,320				
f Total of lines 3a through e.	21,014			
4 Qualifying distributions for 2018 from Part XII, line 4 ▶ $ 81,353				
a Applied to 2017, but not more than line 2a				
b Applied to undistributed income of prior years (Election required—see instructions).				
c Treated as distributions out of corpus (Election required—see instructions).				
d Applied to 2018 distributable amount.				68,625
e Remaining amount distributed out of corpus	12,728			
5 Excess distributions carryover applied to 2018 *(If an amount appears in column (d), the same amount must be shown in column (a))*				
6 Enter the net total of each column as indicated below:				
a Corpus Add lines 3f, 4c, and 4e Subtract line 5	33,742			
b Prior years' undistributed income Subtract line 4b from line 2b				
c Enter the amount of prior years' undistributed income for which a notice of deficiency has been issued, or on which the section 4942(a) tax has been previously assessed.				
d Subtract line 6c from line 6b Taxable amount —see instructions				
e Undistributed income for 2017 Subtract line 4a from line 2a Taxable amount—see instructions				
f Undistributed income for 2018 Subtract lines 4d and 5 from line 1 This amount must be distributed in 2019				0
7 Amounts treated as distributions out of corpus to satisfy requirements imposed by section 170(b)(1)(F) or 4942(g)(3) (Election may be required - see instructions)				
8 Excess distributions carryover from 2013 not applied on line 5 or line 7 (see instructions) . . .	1,320			
9 Excess distributions carryover to 2019. Subtract lines 7 and 8 from line 6a	32,422			
10 Analysis of line 9				
a Excess from 2014. . . . 1,513				
b Excess from 2015. . . . 6,972				
c Excess from 2016. . . . 1,889				
d Excess from 2017. . . . 9,320				
e Excess from 2018. . . . 12,728				

Part XIV **Private Operating Foundations** (see instructions and Part VII-A, question 9)

1a If the foundation has received a ruling or determination letter that it is a private operating foundation, and the ruling is effective for 2018, enter the date of the ruling. . . . . ▶

b Check box to indicate whether the organization is a private operating foundation described in section ☐ 4942(j)(3) or ☐ 4942(j)(5)

	Tax year	Prior 3 years			**(e) Total**
	(a) 2018	**(b)** 2017	**(c)** 2016	**(d)** 2015	
2a Enter the lesser of the adjusted net income from Part I or the minimum investment return from Part X for each year listed					
b 85% of line 2a					
c Qualifying distributions from Part XII, line 4 for each year listed					
d Amounts included in line 2c not used directly for active conduct of exempt activities					
e Qualifying distributions made directly for active conduct of exempt activities Subtract line 2d from line 2c					
3 Complete 3a, b, or c for the alternative test relied upon **a** "Assets" alternative test—enter **(1)** Value of all assets					
(2) Value of assets qualifying under section 4942(j)(3)(B)(i)					
b "Endowment" alternative test— enter 2/3 of minimum investment return shown in Part X, line 6 for each year listed					
c "Support" alternative test—enter **(1)** Total support other than gross investment income (interest, dividends, rents, payments on securities loans (section 512(a)(5)), or royalties)					
(2) Support from general public and 5 or more exempt organizations as provided in section 4942(j)(3)(B)(iii)					
(3) Largest amount of support from an exempt organization					
(4) Gross investment income					

Part XV **Supplementary Information (Complete this part only if the foundation had $5,000 or more in assets at any time during the year—see instructions.)**

1 **Information Regarding Foundation Managers:**

a List any managers of the foundation who have contributed more than 2% of the total contributions received by the foundation before the close of any tax year (but only if they have contributed more than $5,000) (See section 507(d)(2))

b List any managers of the foundation who own 10% or more of the stock of a corporation (or an equally large portion of the ownership of a partnership or other entity) of which the foundation has a 10% or greater interest

2 **Information Regarding Contribution, Grant, Gift, Loan, Scholarship, etc., Programs:**

Check here ▶ ☑ if the foundation only makes contributions to preselected charitable organizations and does not accept unsolicited requests for funds If the foundation makes gifts, grants, etc to individuals or organizations under other conditions, complete items 2a, b, c, and d See instructions

a The name, address, and telephone number or e-mail address of the person to whom applications should be addressed

PAUL E MACHT PRESIDENT
10 BRETTAGNE ARBORDEAU
DEVON, PA 19333
(610) 725-0473

b The form in which applications should be submitted and information and materials they should include

c Any submission deadlines

THERE ARE NO SUBMISSION DEADLINE FOR NEW REQUESTS

d Any restrictions or limitations on awards, such as by geographical areas, charitable fields, kinds of institutions, or other factors

ONLY ORGANIZATIONS EXEMPT UNDER IRS SECTION 501(C)(3) WILL BE CONSIDERED

Part XV Supplementary Information (continued)

3 Grants and Contributions Paid During the Year or Approved for Future Payment

Recipient Name and address (home or business)	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution	Amount
a *Paid during the year* See Additional Data Table				
Total . . . . ▶ **3a**				
b *Approved for future payment*				
Total . . . . ▶ **3b**				

Part XVI-A Analysis of Income-Producing Activities

Enter gross amounts unless otherwise indicated	Unrelated business income		Excluded by section 512, 513, or 514		(e) Related or exempt function income (See instructions)
	(a) Business code	(b) Amount	(c) Exclusion code	(d) Amount	
1 Program service revenue					
a					
b					
c					
d					
e					
f					
g Fees and contracts from government agencies					
2 Membership dues and assessments. . . .					
3 Interest on savings and temporary cash investments			14	437	75
4 Dividends and interest from securities. . . .			14	45,820	
5 Net rental income or (loss) from real estate					
a Debt-financed property.					
b Not debt-financed property.					
6 Net rental income or (loss) from personal property					
7 Other investment income.					1
8 Gain or (loss) from sales of assets other than inventory		290	14	1,550	66,089
9 Net income or (loss) from special events					
10 Gross profit or (loss) from sales of inventory					
11 Other revenue a See Additional Data Table					
b					
c					
d					
e					
12 Subtotal Add columns (b), (d), and (e). .		290		46,307	66,165

13 **Total.** Add line 12, columns (b), (d), and (e). 13 112,762

(See worksheet in line 13 instructions to verify calculations)

Part XVI-B Relationship of Activities to the Accomplishment of Exempt Purposes

Line No. ▼	Explain below how each activity for which income is reported in column (e) of Part XVI-A contributed importantly to the accomplishment of the foundation's exempt purposes (other than by providing funds for such purposes) (See instructions)

Part XVII Information Regarding Transfers To and Transactions and Relationships With Noncharitable Exempt Organizations

			Yes	No
1	Did the organization directly or indirectly engage in any of the following with any other organization described in section 501 (c) (other than section 501(c)(3) organizations) or in section 527, relating to political organizations?			
a	Transfers from the reporting foundation to a noncharitable exempt organization of			
	(1) Cash.	**1a(1)**		No
	(2) Other assets.	**1a(2)**		No
b	Other transactions			
	(1) Sales of assets to a noncharitable exempt organization.	**1b(1)**		No
	(2) Purchases of assets from a noncharitable exempt organization.	**1b(2)**		No
	(3) Rental of facilities, equipment, or other assets.	**1b(3)**		No
	(4) Reimbursement arrangements.	**1b(4)**		No
	(5) Loans or loan guarantees.	**1b(5)**		No
	(6) Performance of services or membership or fundraising solicitations.	**1b(6)**		No
c	Sharing of facilities, equipment, mailing lists, other assets, or paid employees.	**1c**		No

d If the answer to any of the above is "Yes," complete the following schedule Column **(b)** should always show the fair market value of the goods, other assets, or services given by the reporting foundation If the foundation received less than fair market value in any transaction or sharing arrangement, show in column **(d)** the value of the goods, other assets, or services received

(a) Line No	**(b)** Amount involved	**(c)** Name of noncharitable exempt organization	**(d)** Description of transfers, transactions, and sharing arrangements

2a Is the foundation directly or indirectly affiliated with, or related to, one or more tax-exempt organizations described in section 501(c) (other than section 501(c)(3)) or in section 527? ☐ Yes ☑ No

b If "Yes," complete the following schedule

(a) Name of organization	**(b)** Type of organization	**(c)** Description of relationship

Sign Here

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

******	2019-07-24	******
Signature of officer or trustee	Date	Title

May the IRS discuss this return with the preparer shown below (see instr)? ☑ **Yes** ☐ **No**

Paid Preparer Use Only

Print/Type preparer's name	Preparer's Signature	Date	Check if self-employed ▶ ☐	PTIN
NEIL FRADIN CPA		2019-08-07		P00001674
Firm's name ▶ FRADIN & COMPANY LTD INC				Firm's EIN ▶81-4770318
Firm's address ▶ 1000 GREENWICH AVENUE WARWICK, RI 028864513				Phone no (401) 738-2900

Form 990PF Part VIII Line 1 - List all officers, directors, trustees, foundation managers and their compensation

(a) Name and address	**(b)** Title, and average hours per week devoted to position	**(c)** Compensation **(If not paid, enter -0-)**	**(d)** Contributions to employee benefit plans and deferred compensation	**(e)** Expense account, other allowances
PAUL E MACHT 10 BRETTAGNE ARBORDEAU DEVON, PA 19333	PRESIDENT & 15 00	30,000	0	0
PATRICIA M BULAT 506 TOPSFIELD SPUR RD PO BOX 1624 HOCKESSIN, DE 19707	VICE PRESIDE 0 50	0	0	0
JAMES T MACHT 215 WEST CHEROKEE AVE CARTERSVILLE, GA 30120	TREASURER & 0 50	0	0	0
ALBERT L DOERING III 43 DEEPDALE ROAD WAYNE, PA 19087	SECRETARY & 0 50	0	0	0
THOMAS F BULAT 506 TOPSFIELD SPUR RD PO BOX 1624 HOCKESSIN, DE 19707	DIRECTOR 0 50	0	0	0
JACQUELINE M SEYFRIED 5170 REBEL RD MARIETTA, GA 30068	DIRECTOR 0 50	0	0	0
VICTORIA MACHT PRESTON 309 SENIOR AVE DURHAM, NC 27713	DIRECTOR 0 50	0	0	0

Form 990PF Part XV Line 3 - Grants and Contributions Paid During the Year or Approved for Future Payment

Recipient Name and address (home or business)	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution	Amount
a *Paid during the year*				
CENTER SCHOOL2450 HAMILTON AVE ABINGTON, PA 19001	NONE	501 C 3	EDUCATION	1,000
THE SCHOOL AT CHURCH FARM 1001 E LINCOLN HWY EXTON, PA 19341	NONE	501 C 3	EDUCATION	3,000
DARLINGTON ARTS CENTER 977 SHAVERTOWN RD GARNET VALLEY, PA 19060	NONE	501 C 3	EDUCATION	2,000
Total . . . . ▶ **3a**				43,000

Form 990PF Part XV Line 3 - Grants and Contributions Paid During the Year or Approved for Future Payment

Recipient Name and address (home or business)	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution	Amount
a *Paid during the year*				
ETHEL MASON CHILD DEVELOPMENT CENTER111 YOUTH WAY MEDIA, PA 19063	NONE	501 C 3	EDUCATION	5,000
GERMANTOWN FRIENDS SCHOOL 31 COULTER ST PHILADELPHIA, PA 19144	NONE	501 C 3	EDUCATION	2,000
JENKINS ARBORETUM 631 BERWYN BAPTIST RD DEVON, PA 19333	NONE	501 C 3	EDUCATION	1,000
Total . . . . ▶ **3a**				43,000

Form 990PF Part XV Line 3 - Grants and Contributions Paid During the Year or Approved for Future Payment

Recipient Name and address (home or business)	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution	Amount
a *Paid during the year*				
PENN HOME 1401 EAST SUSQUEHANNA AVE PHILADELPHIA, PA 19125	NONE	501 C 3	MEDICAL ADULTS	4,000
PHILADEPHLIA ORCHESTRA ASSOCIATION ONE SOUTH BROAD ST 14TH PHILADELPHIA, PA 19107	NONE	501 C 3	ARTS	2,000
PROVIDENCE ANIMAL SHELTER 555 SANDY BANK RD MEDIA, PA 19063	NONE	501 C 3	ANIMAL WELFARE	4,000
Total . . . . ▶ **3a**				43,000

Form 990PF Part XV Line 3 - Grants and Contributions Paid During the Year or Approved for Future Payment

Recipient Name and address (home or business)	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution	Amount
a *Paid during the year*				
QUEST THERAPEUTIC SERVICES INC 461 CANN ROAD WEST CHESTER, PA 19382	NONE	501 C 3	MEDICAL	5,000
ROYER GREAVES SCHOOL FOR THE BLIND 118 SOUTH VALLEY RD PAOLI, PA 19301	NONE	501 C 3	EDUCATION	3,000
THE CHESTER COUNTY POPS PO BOX 2468 WEST CHESTER, PA 19380	NONE	501 C 3	ARTS	1,000
Total . . . . ▶ **3a**				43,000

Form 990PF Part XV Line 3 - Grants and Contributions Paid During the Year or Approved for Future Payment

Recipient Name and address (home or business)	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution	Amount
a *Paid during the year*				
UNIVERSITY OF SOUTH CAROLINA 6439 GARNERS FERRY RD COLUMBIA, SC 29208	NONE	501 C 3	EDUCATION COLLEGE	4,000
WAGNER FREE INSTITUTE OF SCIENCE 1700 WEST MONTGOMERY AVE PHILADELPHIA, PA 19121	NONE	501 C 3	EDUCATION	2,000
WAYNE ART CENTER 413 MAPLEWOOD AVE WAYNE, PA 19087	NONE	501 C 3	EDUCATION	1,000
Total . . . . ▶ **3a**				43,000

Form 990PF Part XV Line 3 - Grants and Contributions Paid During the Year or Approved for Future Payment

Recipient Name and address (home or business)	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution	Amount
a *Paid during the year*				
WILLIAM FREE TRADE SCHOOL OF MECHANICAL TRADE 106 SOUTH NEW MIDDLETON MEDIA, PA 19063	NONE	501 C 3	EDUCATION	3,000
Total . . . . ▶ **3a**				43,000

Form 990PF Part XVI-A Line 11 - Other revenue:

Enter gross amounts unless otherwise indicated	Unrelated business income		Excluded by section 512, 513, or 514		(e) Related or exempt function income (See the instructions)
11 Other revenue	(a) Business code	(b) Amount	(c) Exclusion code	(d) Amount	
a K1 NUSTAR			14	-11	
b K1 ENTERPRISE			14	-57	
c K1 MARTIN MIDSTREAM			14	-299	
d K1 MARTIN MIDSTREAM			14	1	
e K1 MARTIN MIDSTREAM			14	12	
f K1 ENERGY TRANSFER			14	-233	
g K1 ENERGY TRANSFER			14	-1	
h K1 ENERGY			14	4	
i K1 ENERGY			14	-906	
j K1 USA COMP			14	-14	
k K1 SUNOCO			14	4	

TY 2018 Accounting Fees Schedule

Name: THAYER CORPORATION

% PG CALC

EIN: 23-6266383

Category	Amount	Net Investment Income	Adjusted Net Income	Disbursements for Charitable Purposes
HEMMINGWAY & REINHARDT	2,300			2,300

Note: To capture the full content of this document, please select landscape mode (11" x 8.5") when printing.

TY 2018 Gain/Loss from Sale of Other Assets Schedule

Name: THAYER CORPORATION

% PG CALC

EIN: 23-6266383

Gain Loss Sale Other Assets Schedule

Name	Date Acquired	How Acquired	Date Sold	Purchaser Name	Gross Sales Price	Basis	Basis Method	Sales Expenses	Total (net)	Accumulated Depreciation
APPLE INC	2012-05	PURCHASE	2018-11		17,857	7,674			10,183	
APPLIED MATERIALS	2011-11	PURCHASE	2018-07		14,038	3,705			10,333	
BRITISH AMER TOBACCO	2013-11	PURCHASE	2018-11		7,453	9,241			-1,788	
CISCO SYS INC	2003-11	PURCHASE	2018-01		5,034	2,689			2,345	
HOME DEPOT INC	2011-05	PURCHASE	2018-01		7,377	1,344			6,033	
INVESTOCO QQQ	2007-01	PURCHASE	2018-11		4,891	1,252			3,639	
JP MORGAN CHASE	2008-04	PURCHASE	2018-01		7,394	3,030			4,364	
JOHNSON & JOHNSON	1998-04	PURCHASE	2018-11		14,302	3,612			10,690	
MICROSOFT	1998-04	PURCHASE	2018-11		17,616	4,008			13,608	
MONSANTO	2007-05	PURCHASE	2018-06		6,400	2,999			3,401	
PFIZER INC	1997-01	PURCHASE	2018-11		5,031	1,750			3,281	
GNMA PL		PURCHASE			893	893				
GNMA PL		PURCHASE			915	915				
LONG-TERM GAIN/LOSS FROM PASS-THROUGH ENTITY					290				290	

TY 2018 Investments Corporate Stock Schedule

Name: THAYER CORPORATION
% PG CALC
EIN: 23-6266383

Investments Corporation Stock Schedule

Name of Stock	End of Year Book Value	End of Year Fair Market Value
ABBVIE	6,929	23,048
ACCENTURE	14,210	11,986
ALPHABET INC	6,199	11,392
APPLE	14,804	21,453
APPLIED MATERIALS		
AQUA AMER	7,184	10,257
ATT	10,508	8,562
BANK OF AMERICA	20,140	18,480
BLACKROCK	7,881	7,856
BRISTIOL MYERS	9,562	20,792
BRITISH AMER		
CHEVRON	5,819	16,319
CISCO	18,928	33,797
CITIGROUP	9,799	6,768
COCA COLA	6,123	9,470
COMCAST	4,769	13,620
CVS HEALTH	5,979	13,104
DIAGEO PLC	9,609	10,635
DOWDUPONT	6,164	10,696
EXXON	2,536	7,501
FORD	14,128	7,650
GILEAD	2,109	9,383
HARTFORD	4,482	4,445
HOME DEPOT	6,124	28,178
IBM	5,458	3,751
JOHNSON & JOHNSON	7,332	25,939
JP MORGAN	12,228	27,919
KINDER MORGAN	27,288	10,105
LOCKHEED MARTIN	3,395	13,092
MCDONALDS	8,111	17,757

Investments Corporation Stock Schedule

Name of Stock	End of Year Book Value	End of Year Fair Market Value
MERCK	19,011	39,198
MICROSOFT	15,987	44,996
MONSANTO		
NEXPONT	7,352	19,593
ORACLE	4,747	12,417
PENN REAL EST	9,258	1,485
PEPSICO	10,361	26,515
PFIZER	11,489	30,992
PNC FINANCIAL	10,075	17,537
PROCTOR & GAMBLE	6,686	18,384
QUALCOMM	7,727	7,967
RAYTHEON	8,511	19,169
TEXAS INSTRUMENTS	8,028	10,395
TORONTO DOMINION	8,457	9,944
TOTAL SA FRANCE	9,425	8,349
UNILEVER PLC	9,343	12,279
UNTD TECH	7,663	13,310
VERIZON COMM	10,857	19,677
WELLTOWER INC	25,285	31,235
3M CO	4,661	9,527
BLACKROCK ENHANCED GLOBAL	20,815	11,778
BLACKROCK RESOURCES	17,344	8,317
DUFF & PHELPS	30,093	20,489
EATON VANCE	15,769	7,460
FIRST TRUST	16,254	14,925
ISHARES QQQ TRUST	5,455	18,820
ISHARES MSCI EAFE	43,917	35,268
ISHARES INTL	10,676	9,331
ISHARES MSCI EUROPE	8,190	5,933
KAYNE ANDERSON	7,147	4,775

Investments Corporation Stock Schedule

Name of Stock	End of Year Book Value	End of Year Fair Market Value
POWERSHARES		
VANGUARD FTSE EMERG	6,944	6,858
ENERGY TRANSFER	8,904	13,527
ENTERPRISE PRODUCTS PARTNERS	9,900	11,066
MARTIN MIDSTREAM PARTNERS	14,870	3,804
NUSTAR ENERGY	10,186	3,761

TY 2018 Investments - Other Schedule

Name: THAYER CORPORATION

% PG CALC

EIN: 23-6266383

Investments Other Schedule 2

Category/ Item	Listed at Cost or FMV	Book Value	End of Year Fair Market Value
GNMA POOL	AT COST	2,991	3,091
GNMA PL	AT COST	344	363
BLACKROCK CORP	AT COST	41,908	33,640
EATON VANCE	AT COST	41,281	30,944
ISHARES TIPS BOND	AT COST	20,365	21,902
ISHARES US PFD	AT COST	35,375	30,807
ISHARES IBOXX	AT COST	22,265	20,275
PIMCO CORP	AT COST	27,398	27,010
PIMCO INCOME	AT COST	19,870	19,408
WESTERN ASSET	AT COST	25,000	24,518
GOLDMAN SACH	AT COST	20,605	17,500
MORGAN STANLEY	AT COST	24,928	24,649
NEXPOINT CLOSED EDN	AT COST	23,824	8,351

TY 2018 Other Decreases Schedule

Name: THAYER CORPORATION
% PG CALC

EIN: 23-6266383

Description	Amount
COST ADJUST	4

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TY 2018 Other Expenses Schedule

Name: THAYER CORPORATION

% PG CALC

EIN: 23-6266383

Other Expenses Schedule

Description	Revenue and Expenses per Books	Net Investment Income	Adjusted Net Income	Disbursements for Charitable Purposes
EXPENSES				
FEDERAL TAX	792			
FOREIGN NUSTAR	7	7		
FOREIGN TAXES	589	589		
INVESTMENT EXPENSES	20	20		
INVESTMENT EXPENSES MARTIN	4	4		
OTHER ENERGY	2			2
OTHER MARTIN	1			1
OTHER NUSTAR	4			4

TY 2018 Other Income Schedule

Name: THAYER CORPORATION
% PG CALC

EIN: 23-6266383

Other Income Schedule

Description	Revenue And Expenses Per Books	Net Investment Income	Adjusted Net Income
ENERGY TRANSFER ROYALTIES	1	1	
K1 NUSTAR	-11		
K1 ENTERPRISE	-57		
K1 MARTIN MIDSTREAM	-299		
K1 MARTIN MIDSTREAM	1		
K1 MARTIN MIDSTREAM	12		
K1 ENERGY TRANSFER	-233		
K1 ENERGY TRANSFER	-1		
K1 ENERGY	4		
K1 ENERGY	-906		
K1 USA COMP	-14		
K1 SUNOCO	4		

TY 2018 Other Increases Schedule

Name: THAYER CORPORATION
% PG CALC

EIN: 23-6266383

Description	Amount
NON DIVIDEND DISTRIBUTIONS	536
NON DIVIDEND DISTRIBUTIONS	2,836

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TY 2018 Other Professional Fees Schedule

Name: THAYER CORPORATION
% PG CALC

EIN: 23-6266383

Category	Amount	Net Investment Income	Adjusted Net Income	Disbursements for Charitable Purposes
UBS STRATEGIC ADVISORS	12,281	12,281		