

Form **990**
Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

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

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

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No 1545-0047
2018
Open to Public Inspection

A For the 2019 calendar year, or tax year beginning 01-01-2018, and ending 12-31-2018

B Check if applicable
 Address change
 Name change
 Initial return
 Final return/terminated
 Amended return
 Application pending

C Name of organization
Collaborative for Children

Doing business as

Number and street (or P O box if mail is not delivered to street address) Room/suite
1111 North Loop West

City or town, state or province, country, and ZIP or foreign postal code
Houston, TX 77008

D Employer identification number
76-0228065

E Telephone number
(713) 600-1100

G Gross receipts \$ 12,304,412

F Name and address of principal officer
Laura Sayavedra
1111 North Loop West 600
Houston, TX 77008

H(a) Is this a group return for subordinates? Yes No

H(b) Are all subordinates included? Yes No
If "No," attach a list (see instructions)

H(c) Group exemption number ▶

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

J Website: ▶ www.collabforchildren.org

K Form of organization Corporation Trust Association Other ▶

L Year of formation 1987

M State of legal domicile TX

Part I Summary

1 Briefly describe the organization's mission or most significant activities
Collaborative for Children builds an educational foundation for children to succeed in school and in life by supporting training for educators, supplementing classroom resources, advocating for policies, and connecting families to child care resources and parenting programs

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)	20
4	Number of independent voting members of the governing body (Part VI, line 1b)	20
5	Total number of individuals employed in calendar year 2018 (Part V, line 2a)	114
6	Total number of volunteers (estimate if necessary)	71
7a	Total unrelated business revenue from Part VIII, column (C), line 12	0
7b	Net unrelated business taxable income from Form 990-T, line 34	

	Prior Year	Current Year
8	7,635,017	11,123,997
9	1,089,275	1,168,691
10	5,457	11,724
11		0
12	8,729,749	12,304,412
13	1,309,292	4,220,810
14		0
15	5,116,728	5,918,713
16a		25,000
b	285,909	
17	1,664,527	2,136,111
18	8,090,547	12,300,634
19	639,202	3,778
	Beginning of Current Year	End of Year
20	4,306,781	4,604,046
21	865,919	1,179,249
22	3,440,862	3,424,797

Part II Signature Block

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

Sign Here

Signature of officer: *****
Date: 2020-01-31

Melanie J Johnson President & CEO
Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name Preparer's signature Date

Check if self-employed PTIN P01386215

Firm's name ▶ Blazek & Vetterling Firm's EIN ▶ 76-0269860

Firm's address ▶ 2900 Wesleyan Suite 200
Houston, TX 770275132 Phone no (713) 439-5739

Part III Statement of Program Service Accomplishments

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

1 Briefly describe the organization's mission

The mission of Collaborative for Children is to meaningfully improve the quality of early childhood education and care for Greater Houston's children through those who are most influential in their lives

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 \$ 8,696,042 including grants of \$ 4,167,550) (Revenue \$ 1,128,063)
See Additional Data

4b (Code) (Expenses \$ 1,356,678 including grants of \$ 43,350) (Revenue \$ 40,628)
See Additional Data

4c (Code) (Expenses \$ 323,020 including grants of \$ 9,910) (Revenue \$)
See Additional Data

4d Other program services (Describe in Schedule O)
(Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses ▶ 10,375,740

Part IV Checklist of Required Schedules

Table with 3 columns: Question ID, Question Text, Yes, No. Rows include questions 1 through 22 regarding organizational requirements, such as political activities, lobbying, and financial reporting.

Part IV Checklist of Required Schedules (continued)

		Yes	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>	23	Yes
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>	24a	No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b	No
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c	No
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d	No
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>	25a	No
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>	25b	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>	26	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>	27	No
28	Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)		
a	A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	28a	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>	28b	No
c	An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i>	28c	No
29	Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	29	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>	30	No
31	Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>	31	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>	32	No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>	33	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>	34	No
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a	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>	35b	
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>	36	No
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>	37	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	38	Yes

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check 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	1a	113
b	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable	1b	0
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c	Yes

2a Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return		2a	114		
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			No
b	If "Yes," has it filed a Form 990-T for this year? <i>If "No" to line 3b, provide an explanation in Schedule O</i>	3b			No
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			0
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			No
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h			No
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			No
9a	Did the sponsoring organization make any taxable distributions under section 4966?	9a			No
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b			No
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?					
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b			No
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			No
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? <i>If "No," provide an explanation in Schedule O</i>	14b			
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see instructions and file Form 4720, Schedule N	15			No
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O	16			No

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

Table with columns for question number, description, and Yes/No responses. Includes questions 1a, 1b, 2, 3, 4, 5, 6, 7a, 7b, 8, 8a, 8b, 9.

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

Table with columns for question number, description, and Yes/No responses. Includes questions 10a, 10b, 11a, 11b, 12a, 12b, 12c, 13, 14, 15a, 15b, 16a, 16b.

Section C. Disclosure

- 17 List the States with which a copy of this Form 990 is required to be filed
18 Section 6104 requires an organization to make its Form 1023 (or 1024-A if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection
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

Part VIII Statement of Revenue

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

		(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514
Contributions, Gifts, Grants and Other Similar Amounts	1a Federated campaigns	1a			
	b Membership dues	1b			
	c Fundraising events	1c			
	d Related organizations	1d			
	e Government grants (contributions)	1e	5,096,921		
	f All other contributions, gifts, grants, and similar amounts not included above	1f	6,027,076		
	g Noncash contributions included in lines 1a - 1f \$ _____		1,629		
h Total. Add lines 1a-1f		11,123,997			

Program Service Revenue			Business Code			
	2a Bright Beginnings		611710	791,495	791,495	
b Childcare MCUM		611710	42,535	42,535		
c Childcare QI-Baytown		611710	159,504	159,504		
d Childcare training		611710	153,611	153,611		
e Other programs		611710	21,546	21,546		
f All other program service revenue						
g Total. Add lines 2a-2f			1,168,691			

Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)			11,724			11,724
	4 Income from investment of tax-exempt bond proceeds			0			
	5 Royalties			0			
	6a Gross rents	(i) Real	(ii) Personal				
	b Less rental expenses						
	c Rental income or (loss)						
	d Net rental income or (loss)			0			
	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)			0			
	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			0			
	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			0				
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			0				
Miscellaneous Revenue	Business Code						
11a							
b							
c							
d All other revenue							
e Total. Add lines 11a-11d			0				
12 Total revenue. See Instructions			12,304,412	1,168,691		11,724	

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	3,924,511	3,924,511		
2 Grants and other assistance to domestic individuals See Part IV, line 22	296,299	296,299		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals See Part IV, line 15 and 16	0			
4 Benefits paid to or for members	0			
5 Compensation of current officers, directors, trustees, and key employees	370,940	290,707	69,780	10,453
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)	0			
7 Other salaries and wages	4,668,848	3,658,996	878,288	131,564
8 Pension plan accruals and contributions (include section 401 (k) and 403(b) employer contributions)	57,845	45,333	10,882	1,630
9 Other employee benefits	437,595	342,945	82,319	12,331
10 Payroll taxes	383,485	300,539	72,140	10,806
11 Fees for services (non-employees)				
a Management	0			
b Legal	1,950		1,950	
c Accounting	38,618	28,123	9,455	1,040
d Lobbying	3,307	3,307		
e Professional fundraising services See Part IV, line 17	25,000			25,000
f Investment management fees	0			
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)	657,892	382,536	274,484	872
12 Advertising and promotion	20,900	2,150	13,301	5,449
13 Office expenses	351,047	265,807	51,946	33,294
14 Information technology	185,091	148,031	24,064	12,996
15 Royalties	0			
16 Occupancy	351,962	272,756	69,485	9,721
17 Travel	177,001	166,151	5,504	5,346
18 Payments of travel or entertainment expenses for any federal, state, or local public officials	0			
19 Conferences, conventions, and meetings	135,660	110,739	22,834	2,087
20 Interest	5,108		5,108	
21 Payments to affiliates	0			
22 Depreciation, depletion, and amortization	78,224	57,245	16,660	4,319
23 Insurance	17,013	13,061	3,500	452
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 Staff development	65,316	59,940	1,713	3,663
b Public relations	39,712	4,729	21,114	13,869
c Membership dues	7,310	1,835	4,458	1,017
d				
e All other expenses	0			
25 Total functional expenses. Add lines 1 through 24e	12,300,634	10,375,740	1,638,985	285,909
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 <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

Part X Balance Sheet

Check 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	2,386,128	1	2,299,182
	2 Savings and temporary cash investments	304,950	2	1,158,979
	3 Pledges and grants receivable, net	979,973	3	554,573
	4 Accounts receivable, net		4	3,574
	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	0
	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	0
	7 Notes and loans receivable, net		7	0
	8 Inventories for sale or use		8	0
	9 Prepaid expenses and deferred charges	90,025	9	60,076
	10a Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D	10a 568,774		
	b Less accumulated depreciation	10b 323,911	243,063	10c 244,863
	11 Investments—publicly traded securities		11	0
	12 Investments—other securities See Part IV, line 11	302,642	12	282,799
	13 Investments—program-related See Part IV, line 11		13	0
	14 Intangible assets		14	0
	15 Other assets See Part IV, line 11		15	0
16 Total assets. Add lines 1 through 15 (must equal line 34)	4,306,781	16	4,604,046	
Liabilities	17 Accounts payable and accrued expenses	709,229	17	760,050
	18 Grants payable		18	
	19 Deferred revenue	44,989	19	226,161
	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	97,222
	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	111,701	25	95,816
	26 Total liabilities. Add lines 17 through 25	865,919	26	1,179,249
Net Assets or Fund Balances	Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.			
	27 Unrestricted net assets	696,540	27	712,450
	28 Temporarily restricted net assets	2,494,322	28	2,462,347
	29 Permanently restricted net assets	250,000	29	250,000
	Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> 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	3,440,862	33	3,424,797	
34 Total liabilities and net assets/fund balances	4,306,781	34	4,604,046	

Part XI Reconciliation of Net Assets

Check 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	12,304,412
2	Total expenses (must equal Part IX, column (A), line 25)	2	12,300,634
3	Revenue less expenses Subtract line 2 from line 1	3	3,778
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	3,440,862
5	Net unrealized gains (losses) on investments	5	-19,843
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	3,424,797

Part XII Financial Statements and Reporting

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

- 1** Accounting method used to prepare the Form 990 Cash Accrual Other _____
 If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O
- 2a** Were the organization's financial statements compiled or reviewed by an independent accountant?
 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
- 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
- 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
- 3a** As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?
- b** If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits

	Yes	No
2a		No
2b	Yes	
2c	Yes	
3a	Yes	
3b	Yes	

Additional Data

Software ID: 18007218

Software Version: 2018v3.1

EIN: 76-0228065

Name: Collaborative for Children

Form 990 (2018)

Form 990, Part III, Line 4a:

Provider Engagement programs support and develop childcare and early education professionals through on-site mentoring and modeling, training for directors and teachers in early care and education programs, scholarships for professional development conferences, and wage enhancement programs to reward teachers for obtaining higher educational credentials. Our materials and equipment programs provide the use of learning resource materials and equipment to area early childhood educators and childcare providers. CFC works with eligible child care centers to assess their resource material/equipment needs.

Form 990, Part III, Line 4b:

Family Engagement programs provide families with information, resources and support to launch their children toward academic and life success by providing parent education, printed parenting tips, resource materials, and referrals for early education, after-school programs and children with special needs

Form 990, Part III, Line 4c:

Community Engagement brings partners together, both regionally and across the state, to improve healthy child development through collaborative service delivery and through advocacy to strengthen policies, regulations and resources impacting young children

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

(A) Name and Title	(B) Average hours per week (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			
Laura Sayavedra Board Chair	3 00 0 00	X		X				0	0	0
Robert J Eschweiler Vice Chair	2 00 0 00	X		X				0	0	0
Allie Falender Chair-Programs	2 00 0 00	X		X				0	0	0
Ana Hargrove-Baskharone Chair-Fund Dev	2 00 0 00	X		X				0	0	0
Janet Horton Chair-HR	2 00 0 00	X		X				0	0	0
George Martinez Chair-Dev	2 00 0 00	X		X				0	0	0
Stephanie Rudd Chair-Fin Comm	2 00 0 00	X		X				0	0	0
Bob Sparger Chair-AuditComm	2 00 0 00	X		X				0	0	0
Julie B Alexander Director	1 00 0 00	X						0	0	0
Robert J Austin Director	1 00 0 00	X						0	0	0

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

(A) Name and Title	(B) Average hours per week (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			
Barbara Bends Director	1 00 0 00	X						0	0	0
Dan F Boyles Jr Director	1 00 0 00	X						0	0	0
Janice Character Director	1 00 0 00	X						0	0	0
Frank D Cox Jr Director	1 00 0 00	X						0	0	0
Darryl Montgomery Director	1 00 0 00	X						0	0	0
Jenny Philip Director	1 00 0 00	X						0	0	0
Sheryl Rapp Director	1 00 0 00	X						0	0	0
Nasruddin Rupani Director	1 00 0 00	X						0	0	0
Barbara Samuels Director	1 00 0 00	X						0	0	0
Caren Sweetland Director	1 00 0 00	X						0	0	0

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

(A) Name and Title	(B) Average hours per week (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			
Carol Shattuck thru 0718 President & CEO	50 00 0 00			X				155,301	0	5,175
Melanie Johnson as of 0718 President & CEO	50 00 0 00			X				98,538	0	1,338
Jerry McGreer VP & CFO	50 00 0 00			X				101,815	0	8,773
Ray Mondragon VP Programs	50 00 0 00					X		125,110	0	8,579
Jerry Kenny Resp & Rec Dir	50 00 0 00					X		105,146	0	8,093
Jennifer Paige Carlisle Chief Dev Officer	50 00 0 00					X		103,587	0	10,055
Sharon Spillman AVP, Provider Eng	50 00 0 00					X		100,307	0	8,026

SCHEDULE A
(Form 990 or 990-EZ)

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.

▶ Go to www.irs.gov/Form990 for the latest information.

2018

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Name of the organization
Collaborative for Children

Employer identification number

76-0228065

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) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
1	Gifts, grants, contributions, and membership fees received (Do not include any "unusual grant.")	5,833,262	5,799,682	8,094,532	7,635,017	11,123,997	38,486,490
2	Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						0
3	The value of services or facilities furnished by a governmental unit to the organization without charge						0
4	Total. Add lines 1 through 3	5,833,262	5,799,682	8,094,532	7,635,017	11,123,997	38,486,490
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)						2,435,069
6	Public support. Subtract line 5 from line 4						36,051,421

Section B. Total Support

	Calendar year (or fiscal year beginning in) ▶	(a)2014	(b)2015	(c)2016	(d)2017	(e)2018	(f)Total
7	Amounts from line 4	5,833,262	5,799,682	8,094,532	7,635,017	11,123,997	38,486,490
8	Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	31	25	28	549	11,724	12,357
9	Net income from unrelated business activities, whether or not the business is regularly carried on						0
10	Other income Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						0
11	Total support. Add lines 7 through 10						38,498,847
12	Gross receipts from related activities, etc (see instructions)					12	5,441,772

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 2018 (line 6, column (f) divided by line 11, column (f))	14	93.640 %
15	Public support percentage for 2017 Schedule A, Part II, line 14	15	89.200 %

16a 33 1/3% support test—2018. 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—2017. 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—2018. 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—2017. 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) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(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) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(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 2018 (line 8, column (f) divided by line 13, column (f))	15	
16	Public support percentage from 2017 Schedule A, Part III, line 15	16	

Section D. Computation of Investment Income Percentage

17	Investment income percentage for 2018 (line 10c, column (f) divided by line 13, column (f))	17	
18	Investment income percentage from 2017 Schedule A, Part III, line 17	18	

19a 33 1/3% support tests—2018. 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—2017. 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? 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.		
	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)? If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).		
	2		
3a	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer (b) and (c) below.		
	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)? If "Yes," describe in Part VI when and how the organization made the determination.		
	3b		
c	Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? If "Yes," explain in Part VI what controls the organization put in place to ensure such use.		
	3c		
4a	Was any supported organization not organized in the United States ("foreign supported organization")? If "Yes" and if you checked 12a or 12b in Part I, answer (b) and (c) below.		
	4a		
b	Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.		
	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)? 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.		
	4c		
5a	Did the organization add, substitute, or remove any supported organizations during the tax year? If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI , including (i) the names and EIN numbers of the supported organizations added, substituted, or removed, (ii) the reasons for each such action, (iii) the authority under the organization's organizing document authorizing such action, and (iv) how the action was accomplished (such as by amendment to the organizing document).		
	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? If "Yes," provide detail in Part VI .		
	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? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).		
	7		
8	Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).		
	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))? If "Yes," provide detail in Part VI .		
	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? If "Yes," provide detail in Part VI .		
	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? If "Yes," provide detail in Part VI .		
	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)? If "Yes," answer line 10b below.		
	10a		
b	Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)		
	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>		

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>		
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>		

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>		

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?		
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>		
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>		

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	<input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.		
b	<input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.		
c	<input type="checkbox"/> 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>	Yes	No
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>		
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>		
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>		

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

- 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	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally-integrated Type III supporting organization (see instructions)		

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

Section D - Distributions	Current Year
1 Amounts paid to supported organizations to accomplish exempt purposes	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	
4 Amounts paid to acquire exempt-use assets	
5 Qualified set-aside amounts (prior IRS approval required)	
6 Other distributions (describe in Part VI) See instructions	
7 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 2018 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-2018	(iii) Distributable Amount for 2018
1 Distributable amount for 2018 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2018 (reasonable cause required-- explain in Part VI) See instructions			
3 Excess distributions carryover, if any, to 2018			
a From 2013.			
b From 2014.			
c From 2015.			
d From 2016.			
e From 2017.			
f Total of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2018 distributable amount			
i Carryover from 2013 not applied (see instructions)			
j Remainder Subtract lines 3g, 3h, and 3i from 3f			
4 Distributions for 2018 from Section D, line 7 \$			
a Applied to underdistributions of prior years			
b Applied to 2018 distributable amount			
c Remainder Subtract lines 4a and 4b from 4			
5 Remaining underdistributions for years prior to 2018, 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 2018 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 2019. Add lines 3j and 4c			
8 Breakdown of line 7			
a Excess from 2014.			
b Excess from 2015.			
c Excess from 2016.			
d Excess from 2017.			
e Excess from 2018.			

Additional Data

Software ID: 18007218

Software Version: 2018v3.1

EIN: 76-0228065

Name: Collaborative for Children

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

SCHEDULE C
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Political Campaign and Lobbying Activities
For Organizations Exempt From Income Tax Under section 501(c) and section 527

▶Complete if the organization is described below. ▶Attach to Form 990 or Form 990-EZ.
▶Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No 1545-0047

2018
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 Collaborative for Children	Employer identification number 76-0228065
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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)	3,307													
c	Total lobbying expenditures (add lines 1a and 1b)	3,307													
d	Other exempt purpose expenditures	12,272,327													
e	Total exempt purpose expenditures (add lines 1c and 1d)	12,275,634													
f	Lobbying nontaxable amount Enter the amount from the following table in both columns	763,782													
<table border="1" style="width: 100%;"> <thead> <tr> <th style="width: 50%;">If the amount on line 1e, column (a) or (b) is:</th> <th style="width: 50%;">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)	190,946													
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?		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> 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) 2015	(b) 2016	(c) 2017	(d) 2018	(e) Total
2a Lobbying nontaxable amount	527,188	522,456	554,527	763,782	2,367,953
b Lobbying ceiling amount (150% of line 2a, column(e))					3,551,930
c Total lobbying expenditures	38,992	3,949	35,296	3,307	81,544
d Grassroots nontaxable amount	131,797	130,614	138,632	190,946	591,989
e Grassroots ceiling amount (150% of line 2d, column (e))					887,984
f Grassroots lobbying expenditures	799	742	2,303		3,844

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).	2a	
a Current year	2b	
b Carryover from last year	2c	
c Total	3	
3 Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	4	
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?	5	
5 Taxable amount of lobbying and political expenditures (see instructions)		

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.
► Go to www.irs.gov/Form990 for the latest information.

OMB No 1545-0047
2018
Open to Public Inspection

Name of the organization
Collaborative for Children

Employer identification number
76-0228065

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?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Part II Conservation Easements. Complete if the organization answered "Yes" 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 7/25/06, 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
- | | Amount |
|---|--------|
| 1c Beginning balance | |
| 1d Additions during the year | |
| 1e Distributions during the year | |
| 1f Ending balance | |
- 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	302,642	264,213	249,582	252,138	
b Contributions					250,000
c Net investment earnings, gains, and losses	-19,843	43,019	14,631	-2,556	2,138
d Grants or scholarships	8,968	4,590			
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance	273,831	302,642	264,213	249,582	252,138

- 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 ▶ 91 300 %
 - c** Temporarily restricted endowment ▶ 8 700 %
- 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
- | | Yes | No |
|--|---------------|----|
| (i) unrelated organizations | 3a(i) | No |
| (ii) related organizations | 3a(ii) | No |
| b If "Yes" on 3a(ii), are the related organizations listed as required on Schedule R? | 3b | No |
- 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		23,178	13,394	9,784
d Equipment		545,596	310,517	235,079
e Other				
Total. Add lines 1a through 1e (Column (d) must equal Form 990, Part X, column (B), line 10(c)) . . . ▶				244,863

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.)	▶ 282,799	

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.

(a) Description of liability	(b) Book value
(1) Federal income taxes	
Deferred facility rent	95,816
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.)	▶ 95,816

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	12,284,569
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12		
a	Net unrealized gains (losses) on investments	2a	-19,843
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	-19,843
3	Subtract line 2e from line 1	3	12,304,412
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	
c	Add lines 4a and 4b	4c	
5	Total revenue Add lines 3 and 4c . (This must equal Form 990, Part I, line 12)	5	12,304,412

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	12,300,634
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	
e	Add lines 2a through 2d	2e	
3	Subtract line 2e from line 1	3	12,300,634
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	12,300,634

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: 18007218

Software Version: 2018v3.1

EIN: 76-0228065

Name: Collaborative for Children

Supplemental Information

Return Reference	Explanation
Part V, Line 4 Intended uses of the endowment fund	To provide college, conference, professional development, and certification scholarships for preschool and early care teachers

SCHEDULE G
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

**Supplemental Information Regarding
Fundraising or Gaming Activities**

Complete if the organization answered "Yes" on Form 990, Part IV, lines 17, 18, or 19, or if the organization entered more than \$15,000 on Form 990-EZ, line 6a
▶ Attach to Form 990 or Form 990-EZ.
▶ Go to www.irs.gov/Form990 for instructions and the latest information

OMB No 1545-0047

2018

Open to Public Inspection

Name of the organization
Collaborative for Children

Employer identification number
76-0228065

Part I Fundraising Activities. Complete if the organization answered "Yes" on Form 990, Part IV, line 17. Form 990-EZ filers are not required to complete this part.

- 1** Indicate whether the organization raised funds through any of the following activities. Check all that apply.
- a** Mail solicitations
 - b** Internet and email solicitations
 - c** Phone solicitations
 - d** In-person solicitations
 - e** Solicitation of non-government grants
 - f** Solicitation of government grants
 - g** Special fundraising events
- 2a** Did the organization have a written or oral agreement with any individual (including officers, directors, trustees or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services? Yes No
- b** If "Yes," list the ten highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least \$5,000 by the organization

(i) Name and address of individual or entity (fundraiser)	(ii) Activity	(iii) Did fundraiser have custody or control of contributions?		(iv) Gross receipts from activity	(v) Amount paid to (or retained by) fundraiser listed in col (i)	(vi) Amount paid to (or retained by) organization
		Yes	No			
CateProctor Fundraising 2421 Tanglely St Houston, TX 77005	Grant Writing		No	1,426,304	25,000	1,401,304
Total				1,426,304	25,000	1,401,304

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

TX

Part II Fundraising Events. Complete if the organization answered "Yes" on Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than \$5,000.

Revenue		(a) Event #1	(b) Event #2	(c) Other events	(d)
		(event type)	(event type)	(total number)	Total events (add col (a) through col (c))
Revenue	1 Gross receipts				
	2 Less Contributions				
	3 Gross income (line 1 minus line 2)				
Direct Expenses	4 Cash prizes				
	5 Noncash prizes				
	6 Rent/facility costs				
	7 Food and beverages				
	8 Entertainment				
	9 Other direct expenses				
	10 Direct expense summary Add lines 4 through 9 in column (d) ▶				
	11 Net income summary Subtract line 10 from line 3, column (d) ▶				

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

Revenue		(a) Bingo	(b) Pull tabs/Instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (add col (a) through col (c))
		1 Gross revenue			
Direct Expenses	2 Cash prizes				
	3 Noncash prizes				
	4 Rent/facility costs				
	5 Other direct expenses				
	6 Volunteer labor	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	
7 Direct expense summary Add lines 2 through 5 in column (d) ▶					
8 Net gaming income summary Subtract line 7 from line 1, column (d) ▶					

9 Enter the state(s) in which the organization conducts gaming activities _____

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

b If "No," explain _____

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

b If "Yes," explain _____

- 11** Does the organization conduct gaming activities with nonmembers? Yes No
- 12** Is the organization a grantor, beneficiary or trustee of a trust or a member of a partnership or other entity formed to administer charitable gaming? Yes No
- 13** Indicate the percentage of gaming activity conducted in
- | | | | |
|----------|-----------------------------|------------|---|
| a | The organization's facility | 13a | % |
| b | An outside facility | 13b | % |

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

Name ▶

Address ▶

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

b If "Yes," enter the amount of gaming revenue received by the organization ▶ \$ _____ and the amount of gaming revenue retained by the third party ▶ \$ _____

c If "Yes," enter name and address of the third party

Name ▶

Address ▶

16 Gaming manager information

Name ▶

Gaming manager compensation ▶ \$

Description of services provided ▶

Director/officer Employee Independent contractor

17 Mandatory distributions

- a** Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? Yes No
- b** Enter the amount of distributions required under state law distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ \$ _____

Part IV Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions.

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

Schedule I (Form 990)

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.
Go to www.irs.gov/Form990 for the latest information.

OMB No 1545-0047

2018

Open to Public Inspection

Department of the Treasury Internal Revenue Service

Name of the organization Collaborative for Children

Employer identification number

76-0228065

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?
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

Table with 8 columns: (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. Rows 1-12.

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

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) Scholarships/Awards	821	63,973			
(2) Tuition assistance	55	27,605			
(3) Assessments/Accreditations	220	86,500			
(4) Salary Support - Child care workers	403	118,221			
(5) Individual Child care providers	12	80,925	41,186	FMV	Equipment/materials
(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
Grantmaker's Description of How Grants are Used	CFC awards assessments, scholarships for training and scholarships for college tuition to individuals working in child care that apply and meet specific criteria. Payments for awards are made directly to educational institutions or other service providers for the benefit of the approved individual recipient and require no post-payment monitoring. Additionally, CFC awards salary incentive grants to organizations participating in CFC's quality improvement project. Prior to being awarded funds, the organizations are required to substantiate salaries to be paid and the amount of award requested. Following payment of the grant the recipient organizations are required to submit documentation substantiating payment of the salaries associated with the grant and compliance with the grant terms.

Additional Data

Software ID: 18007218
Software Version: 2018v3.1
EIN: 76-0228065
Name: Collaborative for Children

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(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 non-cash assistance	(h) Purpose of grant or assistance
A Brighter Day Qlty Learning 8030 FM 1765 A101 Texas City, TX 77591	26-4813537		2,000	12,999	Cost	Equipment/ materials	Hurricane Harvey Relief
A Childs World Child Care 5538 Dapplewood Ln Houston, TX 77449		501(c)(3)	0	5,704	Cost	Equipment/ materials	Hurricane Harvey Relief

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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A Life Christian Academy 6020 Guadalupe St Houston, TX 77016	76-0502438	501(c)(3)	5,224	0			Hurricane Harvey Relief
A Place for Children Inc 12319 Bellaire Blvd Ste 700 Houston, TX 77072			0	15,997	Cost	Equipment/ materials	Hurricane Harvey Relief

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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A Positive Place Child Care 20815 Hickory Farm Dr Katy, TX 77449	30-0689247		8,484	0			Hurricane Harvey Relief
AAMA Child Care 6001 Gulf Freeway Houston, TX 77023	74-1696961	501(c)(3)	15,381	0			UWBB Salary Incentive

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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ABC Academy LLC 18916 Freeport Dr Montgomery, TX 77356	41-2262049		10,080	7,499	Cost	Equipment/ materials	Hurricane Harvey Relief
ABC and 123 Learning Center 22585 Community Dr New Caney, TX 77537	46-2409522		14,013	0			UWBB Salary Incentive

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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ABC Childrens Learning Ctr 8385 Antoine Dr Houston, TX 77088	90-0630983		0	6,000	Cost	Equipment/ materials	Hurricane Harvey Relief
ABC-123 Childcare Learning Ctr 612 14th Ave N Texas City, TX 77590	46-2409522		9,300	7,992	Cost	Equipment/ materials	Hurricane Harvey Relief

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(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 non-cash assistance	(h) Purpose of grant or assistance
ABC123ACatMe 10914 Cullen Blvd Houston, TX 77047	76-0207056		8,512	0			Hurricane Harvey Relief
Abundant Life Christian School 5130 Hallam Rd La Marque, TX 77568	76-0164062	501(c)(3)	5,344	12,456	Cost	Equipment/ materials	Hurricane Harvey Relief

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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Alexanders Academy Inc 625 Brandt Rd Spring, TX 77373	76-0499067		2,252	10,639	Cost	Equipment/ materials	Hurricane Harvey Relief
Alpha Academy #1 1647 Candytuft Ct Houston, TX 77038	20-5253656		5,700	0			UWBB Salary Incentive

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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Alpha Academy #3 4627 Vista Rd Houston, TX 77504	47-1224156		1,072	5,499	Cost	Equipment/ materials	Hurricane Harvey Relief
Alpha Child Dev Ctr 15518 Silver Ridge Dr Houston, TX 77090			0	6,996	Cost	Equipment/ materials	Hurricane Harvey Relief

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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Alpha Montessori School 1908 Hialeah Dr Seabrook, TX 77586			7,203	0			Hurricane Harvey Relief
Americas Choice Children Ctr 1910 S Dairy Ashford Houston, TX 77077	76-0341619	501(c)(3)	0	5,498	Cost	Equipment/ materials	Hurricane Harvey Relief

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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Amviet Learning Ctr LLC 7419 S Kirkwood Rd Ste D Houston, TX 77072			0	10,272	Cost	Equipment/ materials	Hurricane Harvey Relief
Angelitos Childcare 11823 Brandlon Houston, TX 77072			8,500	0			Hurricane Harvey Relief

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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Apple of My Eye Academy 690 Normandy St Houston, TX 77015	26-3751222		1,843	7,495	Cost	Equipment/ materials	Hurricane Harvey Relief
Armentas Early Childhood Development 9910 Fuqua St Ste H Houston, TX 77075	33-1169526		0	9,779	Cost	Equipment/ materials	Hurricane Harvey Relief

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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As We Grow Learning Center 9802 N Houston Rosslyn Houston, TX 77088			0	9,996	Cost	Equipment/ materials	Hurricane Harvey Relief
Astro Learning & Daycare 2722 Pasadena Blvd Pasadena, TX 77502			0	5,496	Cost	Equipment/ materials	Hurricane Harvey Relief

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Bs Childrens World Academy 8605 Mesa Dr Houston, TX 77028			20,000	0			Hurricane Harvey Relief
Bay Colony Childrens House 689 FM 517 West Rd 50 Dickinson, TX 77539			0	12,871	Cost	Equipment/ materials	Hurricane Harvey Relief

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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Big Blue Marble Academy 3001 W Bay Area Blvd Friendswood, TX 77546	27-2354576		3,996	16,000	Cost	Equipment/ materials	Hurricane Harvey Relief
Blessed Hands 1342 Galena Creek Houston, TX 77086		501(c)(3)	0	5,199	Cost	Equipment/ materials	Hurricane Harvey Relief

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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Blooming Daisies Learning Ctr 17118 W Little York Rd 101 Houston, TX 77084	45-2967017		4,450	12,000	Cost	Equipment/ materials	Hurricane Harvey Relief
Blossom Heights Child Dev Ctr 8702 Lipan Rd Houston, TX 77063	26-4463717	501(c)(3)	7,947	0			UWBB Salary Incentive

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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Building Blocks for Tots 7326 Muirwood Lane Houston, TX 77041			0	11,494	Cost	Equipment/ materials	Hurricane Harvey Relief
Cadence Preschool 12300 Queenston Blvd Houston, TX 77095			0	15,889	Cost	Equipment/ materials	Hurricane Harvey Relief

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Candis Day School 4922 Perry St Houston, TX 77021			0	9,992	Cost	Equipment/ materials	Hurricane Harvey Relief
Chance 2 Grow Center 5736 Avenue R Galveston, TX 77551			0	8,000	Cost	Equipment/ materials	Hurricane Harvey Relief

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Childrens Lighthouse Mag Crk 4496 W League City Pkwy League City, TX 77573	20-3819810		5,568	9,000	Cost	Equipment/ materials	Hurricane Harvey Relief
Chinese Community Center 9800 Town Park Houston, TX 77036	76-0067885	501(c)(3)	15,189	0			UWBB Salary Incentive

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Community Partners ECDC 4901 Lockwood St Houston, TX 77026	61-1605530	501(c)(3)	10,000	0			Hurricane Harvey Relief
Computer Kids 4614 Belle Park Houston, TX 77072			0	5,497	Cost	Equipment/ materials	Hurricane Harvey Relief

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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Copperfield KinderCare 18035 Forest Heights Dr Houston, TX 77095	06-1097006		0	5,498	Cost	Equipment/ materials	Hurricane Harvey Relief
Cradles 2 Crayons Early Learning 4930 Travis St Houston, TX 77002	45-4592764		10,958	8,488	Cost	Equipment/ materials	Hurricane Harvey Relief

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Creative Care Academy 9660 Beechnut Ave Houston, TX 77036	90-0108957		6,225	5,996	Cost	Equipment/ materials	Hurricane Harvey Relief
Day School for Little People 2714 Ferry Rd Baytown, TX 77520	74-1207550		14,410	5,464	Cost	Equipment/ materials	Hurricane Harvey Relief

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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Discovering Me Academy 13826 Fleur De Lis Blvd Houston, TX 77429			0	6,498	Cost	Equipment/ materials	Hurricane Harvey Relief
Discovering Me Academy 8021 Antoine Dr Ste A Houston, TX 77088	45-5500707		4,698	8,000	Cost	Equipment/ materials	Hurricane Harvey Relief

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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Distinct Abilities 14045 Space Center Blvd Houston, TX 77062	46-4965461		1,621	5,997	Cost	Equipment/ materials	Hurricane Harvey Relief
Dominion Prep School & Child Dev 1023 Pinemont Dr Houston, TX 77018			0	13,491	Cost	Equipment/ materials	Hurricane Harvey Relief

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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Early Explorers Learning Acad 12355 Wood Forest Dr Houston, TX 77013			0	5,998	Cost	Equipment/ materials	Hurricane Harvey Relief
Early Explorers Learning Acad 14511 1/2 Wood Forest Blvd Houston, TX 77015	45-4596006		4,561	5,502	Cost	Equipment/ materials	Hurricane Harvey Relief

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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Emmanuel Episcopal School 15015 Memorial Dr Houston, TX 77079	76-0295312		15,430	0			Hurricane Harvey Relief
Excellence Academy 3905 Deats Rd Dickinson, TX 77539	26-1421975		11,500	0			Hurricane Harvey Relief

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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Excelsior University-Children 2600 Red Bluff Rd Seabrook, TX 77586	76-0593900		5,176	9,990	Cost	Equipment/ materials	Hurricane Harvey Relief
First Steps Early Lrng & Montes 600 Avenue E 1/2 Alvin, TX 77511	90-0421663		0	16,495	Cost	Equipment/ materials	Hurricane Harvey Relief

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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Footprints Childcare & Lrng 1706 James Bowie Dr Baytown, TX 77520	20-5181161		7,397	0			Hurricane Harvey Relief
Genesis Learning Ctr- Downtown 2819 Caroline Houston, TX 77004	43-5612057		0	9,983	Cost	Equipment/ materials	Hurricane Harvey Relief

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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George Bryan Christian School 5335 West Richey Rd Houston, TX 77066	61-1660416	501(c)(3)	325	10,998	Cost	Equipment/ materials	Hurricane Harvey Relief
Grace Academy Learning Ctr 3730 South Acres Houston, TX 77047	47-3817964		0	10,754	Cost	Equipment/ materials	Hurricane Harvey Relief

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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Guiding Creative Learners 802 Wilson Rd Humble, TX 77338	82-1912223		636	11,486	Cost	Equipment/ materials	Hurricane Harvey Relief
Hand in Hand Child Dev 1012 E House St Alvin, TX 77511	74-1668472		0	8,541	Cost	Equipment/ materials	Hurricane Harvey Relief

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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High Achievers Learning Ctr 10001 Spencer Highway LaPorte, TX 77571	20-8492494		8,078	0			Hurricane Harvey Relief
House of Tiny Treasures 1529 Lombardy St Houston, TX 77023	76-0260430	501(c)(3)	11,149	0			UWBB Salary Incentive

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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Infant Club Society for EBC 4003 Kelley St Houston, TX 77026			0	14,499	Cost	Equipment/ materials	Hurricane Harvey Relief
Ivy Kids Cinco Ranch 27270 Cinco Ranch Blvd Houston, TX 77494			0	12,500	Cost	Equipment/ materials	Hurricane Harvey Relief

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Jitter Bug Learning Center 12034 Ballardvale Ln Houston, TX 77067	45-2496763		8,599	6,500	Cost	Equipment/ materials	Hurricane Harvey Relief
Joanns Day Care and Camp 12510 Robert E Lee Rd Houston, TX 77044			0	14,499	Cost	Equipment/ materials	Hurricane Harvey Relief

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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Jocquettes Kiddie Place 6310 Leesdale Street Houston, TX 77016			8,529	0			Hurricane Harvey Relief
Just 4 Kids Daycare 2818 Palmer Hwy Texas City, TX 77590			0	6,000	Cost	Equipment/ materials	Hurricane Harvey Relief

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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Katy Islamic Academy 1800 Baker Rd Houston, TX 77094	26-4262641	501(c)(3)	7,511	0			Hurricane Harvey Relief
Katy Kinder Prep 5131 South Fry Rd Ste 100 Katy, TX 77450	80-0912615		9,951	5,495	Cost	Equipment/ materials	Hurricane Harvey Relief

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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KB Kids Preschool & Daycare 1118 Bayou Rd Houston, TX 77568			0	10,000	Cost	Equipment/ materials	Hurricane Harvey Relief
Key Concepts Kan Learning Ctr 14001 Post Oak Rd Houston, TX 77045	47-4162479		7,016	0			Hurricane Harvey Relief

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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Key Concepts Kan Learning Ctr 4245 Cook Rd Houston, TX 77072			5,649	5,994	Cost	Equipment/ materials	Hurricane Harvey Relief
Kid n Play Daycare 10560 Fuqua Street Houston, TX 77089	82-0931208		13,274	6,600	Cost	Equipment/ materials	Hurricane Harvey Relief

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Kiddies Excel Academy 1 3330 S Dairy Ashford Rd Ste D Houston, TX 77082	46-1600364		0	14,998	Cost	Equipment/ materials	Hurricane Harvey Relief
Kiddies Excel Academy 2 7550 Creekbend Dr Houston, TX 77071	46-1600364		0	11,999	Cost	Equipment/ materials	Hurricane Harvey Relief

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Kids Clubhouse 11724 Grant Rd Cypress, TX 77429			0	5,499	Cost	Equipment/ materials	Hurricane Harvey Relief
Kids Learning Academy 9101 Richmond Avenue Houston, TX 77063			0	6,000	Cost	Equipment/ materials	Hurricane Harvey Relief

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Kids R Kids #1 Cinco Ranch 21955 Westheimer Parkway Katy, TX 77450	20-8085365		8,886	0			Hurricane Harvey Relief
Kids R Kids #16 246 Fluor Daniel Dr Sugar Land, TX 77479			0	5,999	Cost	Equipment/ materials	Hurricane Harvey Relief

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Kids R Kids #43 20621 Kuykendahl Rd Spring, TX 77379	20-1967121		0	5,995	Cost	Equipment/ materials	Hurricane Harvey Relief
Kids Unlimited Daycare & Lng 12766 Veterans Memorial Dr Houston, TX 77014			0	9,999	Cost	Equipment/ materials	Hurricane Harvey Relief

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Kids World Learning Ctr 10083 FM 1097 Houston, TX 77318	84-1668723		0	15,000	Cost	Equipment/ materials	Hurricane Harvey Relief
Kidz Come 1st Daycare 10863 Kirkfair Dr Houston, TX 77089			0	15,953	Cost	Equipment/ materials	Hurricane Harvey Relief

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Kidz Country 2211 Airport Rd Houston, TX 77301			1,249	7,000	Cost	Equipment/ materials	Hurricane Harvey Relief
Kidz Paradize Childcare 2000 Cedar Dr La Marque, TX 77568			0	7,993	Cost	Equipment/ materials	Hurricane Harvey Relief

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Kidz World 14505 Gulf Freeway Houston, TX 77034			0	20,000	Cost	Equipment/ materials	Hurricane Harvey Relief
Kidztown 1001 Uvalde Houston, TX 77015			3,026	6,498	Cost	Equipment/ materials	Hurricane Harvey Relief

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KinderCare - TRS 2550 W Bay Area Blvd Friendswood, TX 77546	63-0941966		0	11,500	Cost	Equipment/ materials	Hurricane Harvey Relief
KinderCare - TRS 602 W Pasadena Blvd Deer Park, TX 77356	47-4478313		0	5,016	Cost	Equipment/ materials	Hurricane Harvey Relief

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KinderCare Learning Ctr 12002 Beamer Rd Houston, TX 77089			0	10,499	Cost	Equipment/ materials	Hurricane Harvey Relief
KinderCare Learning Ctr 14614 Wallisville Rd Houston, TX 77047	63-0941966		0	5,500	Cost	Equipment/ materials	Hurricane Harvey Relief

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KinderCare Learning Ctr 19151 Timber Forest Dr Humble, TX 77346	63-0941966		0	5,499	Cost	Equipment/ materials	Hurricane Harvey Relief
KinderCare Learning Ctr 9005 Forest Crossing Dr The Woodlands, TX 77381			0	5,499	Cost	Equipment/ materials	Hurricane Harvey Relief

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KinderCare Oakhurst 24717 Oakhurst Dr Spring, TX 77386	06-1097006		0	9,485	Cost	Equipment/ materials	Hurricane Harvey Relief
Kings Kids Child Care 13323 Chanel Dr Houston, TX 77044			17,993	0			UWBB Salary Incentive

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Koala Club Inc 1033 Fairmont Parkway Pasadena, TX 77504	26-2593935		13,106	0			Hurricane Harvey Relief
Kollege 4 Kidz Learning Ctr 9999 W Montgomery Rd Ste D Houston, TX 77088			0	13,219	Cost	Equipment/ materials	Hurricane Harvey Relief

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Learning Minds Academy 821 Fairmont Parkway Pasadena, TX 77504	47-2569111		1,969	5,996	Cost	Equipment/ materials	Hurricane Harvey Relief
Lil Learners Academy 9712 Fondren Houston, TX 77096			0	8,971	Cost	Equipment/ materials	Hurricane Harvey Relief

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Lil Pony Playhouse 7102 Livery Ln Cypress, TX 77433			0	5,300	Cost	Equipment/ materials	Hurricane Harvey Relief
LilOnes Daycare Emporium 5802 Tidwell Houston, TX 77016			0	10,999	Cost	Equipment/ materials	Hurricane Harvey Relief

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LilOnes Daycare Emporium 8151 E Houston Rd Houston, TX 77028	82-1666450		2,002	7,500	Cost	Equipment/ materials	Hurricane Harvey Relief
Little Folks Day Care 1921 Johanna Dr Houston, TX 77055			0	9,998	Cost	Equipment/ materials	Hurricane Harvey Relief

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Little Geniuses Academy 150 Isaacks Rd Humble, TX 77338	46-4776760		14,323	0			Hurricane Harvey Relief
Little Hands Daycare 6714 Thornwall Houston, TX 77092			0	6,488	Cost	Equipment/ materials	Hurricane Harvey Relief

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Little Hearts Learning Acad 5738 Strong Creek Dr Houston, TX 77084	80-0265282		14,316	0			Hurricane Harvey Relief
Little Promise Keeper - TRS 12320 Cypress N Houston Rd Houston, TX 77429	20-5590084		0	5,500	Cost	Equipment/ materials	Hurricane Harvey Relief

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Look Whos Learning Daycare 7401 Alabonson Ste C Houston, TX 77088			11,200	5,999	Cost	Equipment/ materials	Hurricane Harvey Relief
Loving Care Learning Ctr 2822 Toyah Avenue Houston, TX 77039	76-0490904		0	9,896	Cost	Equipment/ materials	Hurricane Harvey Relief

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MI3 Ctr Academy 1135 Ella Crossing Dr Houston, TX 77090			0	5,498	Cost	Equipment/ materials	Hurricane Harvey Relief
Mrs Tammys Learning Ctr 15311 Blueridge Rd Missouri City, TX 77489			0	5,500	Cost	Equipment/ materials	Hurricane Harvey Relief

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Ms Lindas Child Care 5605 Lone Star Ct Houston, TX 77573			0	7,990	Cost	Equipment/ materials	Hurricane Harvey Relief
Ms Marys Angels Daycare 8511 North Houston Rosslyn Rd Houston, TX 77088			0	12,000	Cost	Equipment/ materials	Hurricane Harvey Relief

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Ms Vidas 3D Discovery Kids 11590 Hughes Rd Ste A Houston, TX 77089			0	14,891	Cost	Equipment/ materials	Hurricane Harvey Relief
My Great Beginnings Lrng 1801 Country Place Pkwy 101 Pearland, TX 77584	20-3313105		7,581	10,137	Cost	Equipment/ materials	Hurricane Harvey Relief

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NASA Kids Academy 17321 El Camino Real Houston, TX 77058			5,659	10,499	Cost	Equipment/ materials	Hurricane Harvey Relief
New Addition Child Care 1100 Wilcrest Dr Ste 112 Houston, TX 77042	46-3797597		11,091	9,300	Cost	Equipment/ materials	Hurricane Harvey Relief

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New Cyfair Kids Academy 6955 Barker Cypress Rd Houston, TX 77084			0	5,496	Cost	Equipment/ materials	Hurricane Harvey Relief
New Horizons 515 E Sam Houston Pkwy Pasadena, TX 77505			0	6,794	Cost	Equipment/ materials	Hurricane Harvey Relief

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Noahs Learn and Play 809 Iowa St S Houston, TX 77587	20-3858955		16,020	0			Hurricane Harvey Relief
Nolans Child Care Center 902 32nd St Galveston, TX 77550			0	12,000	Cost	Equipment/ materials	Hurricane Harvey Relief

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Northchase Learning Ctr 14400 West Sylvan Field Dr Houston, TX 77014			0	5,500	Cost	Equipment/ materials	Hurricane Harvey Relief
NuGeneration of Kids Learning 439 Brushy Glen Dr Houston, TX 77073	45-2578679		0	8,499	Cost	Equipment/ materials	Hurricane Harvey Relief

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Pearland Private Preschool 6516 Broadway St Pearland, TX 77581			6,450	0			Hurricane Harvey Relief
Peter Hyland CCC 1906 Decker Dr Baytown, TX 77520	74-6000251	501(c)(3)	18,795	0			UWBB Salary Incentive

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Pilgrim Day Care Ctr 3115 Blodgett Houston, TX 77004			0	12,909	Cost	Equipment/ materials	Hurricane Harvey Relief
Precious Stones Academy 7518 E Mount Houston Rd Houston, TX 77050	46-3383748		3,439	14,133	Cost	Equipment/ materials	Hurricane Harvey Relief

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Prejean 1st Christian Academy 600 E Little York Rd Bldg 61 Houston, TX 77076		501(c)(3)	0	8,998	Cost	Equipment/ materials	Hurricane Harvey Relief
Raintree Academy 4515 Treaschwig Rd Spring, TX 77373			0	6,000	Cost	Equipment/ materials	Hurricane Harvey Relief

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Red Apple Private School 7605 Bissonnet Street Houston, TX 77074			0	10,000	Cost	Equipment/ materials	Hurricane Harvey Relief
Scribbles AcademyMontessori 940 South Fry Rd Katy, TX 77450	76-0502887	501(c)(3)	5,955	6,890	Cost	Equipment/ materials	Hurricane Harvey, UWBB

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Sharpstown KinderCare 6767 Rookin Rd Houston, TX 77074	06-1097006		5,700	0			Hurricane Harvey Relief
Shining Stars 5201 Broadway A Galveston, TX 77551	02-0694587		8,392	6,714	Cost	Equipment/ materials	Hurricane Harvey Relief

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Shirley White Child Dev Ctr 22711 Community Dr New Caney, TX 77357			0	5,999	Cost	Equipment/ materials	Hurricane Harvey Relief
Small Steps Nurturing Ctr 2902 Jensen Dr Houston, TX 77026	76-0471755	501(c)(3)	0	6,497	Cost	Equipment/ materials	Hurricane Harvey Relief

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Smart Scholars Academy 3615 Flannery Ridge Lane Houston, TX 77047			5,737	0			Hurricane Harvey Relief
Smartie Pants Academy Center 18855 West Little York Katy, TX 77449	45-5279101		11,579	0			Hurricane Harvey Relief

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Smile Little Angel 4038 Ashview Ln Fresno, TX 77545			0	7,000	Cost	Equipment/ materials	Hurricane Harvey Relief
Solid Rock Preschool & ELC 1407 Lacy Dr Baytown, TX 77520	42-1626215		7,812	9,496	Cost	Equipment/ materials	Hurricane Harvey Relief

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Something Special Childrens Ctr 9602 Fulton Houston, TX 77076	47-4383178		9,897	11,065	Cost	Equipment/ materials	Hurricane Harvey Relief
Sowing & Growing Childcare 20035 Silver Rock Dr Katy, TX 77449			2,981	6,000	Cost	Equipment/ materials	Hurricane Harvey Relief

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Spiritual BeginningsChildcare 12677 Hiram Clarke Houston, TX 77045		501(c)(3)	0	10,098	Cost	Equipment/ materials	Hurricane Harvey Relief
Spring Branch KinderCare 10170 Emnora Lane Houston, TX 77080	63-0941966		0	5,414	Cost	Equipment/ materials	Hurricane Harvey Relief

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Spring ISD 16717 Ella Blvd Houston, TX 77090		501(c)(3)	7,697	0			UWBB Salary Incentive
Spring Woods Christian Acad 1711 FM 1906 West Houston, TX 77090		501(c)(3)	0	12,494	Cost	Equipment/ materials	Hurricane Harvey Relief

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St Ignatius Loyola Early Chld 7810 Cypress Dr Spring, TX 77379	76-0149753	501(c)(3)	0	6,817	Cost	Equipment/ materials	Hurricane Harvey Relief
St Thomas Episc Early Child 4900 Jackwood Houston, TX 77096	74-2068759	501(c)(3)	0	5,500	Cost	Equipment/ materials	Hurricane Harvey Relief

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Star Kids Education & Day Ctr 720 Main Street Texas City, TX 77590			0	10,496	Cost	Equipment/ materials	Hurricane Harvey Relief
Star of Hope Mission 3801 Ardmore Houston, TX 77054	74-1152599	501(c)(3)	11,370	0			UWBB Salary Incentive

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StarKids Academy 4310 Bailey Rd 109 Pearland, TX 77584	47-4703218		5,349	6,183	Cost	Equipment/ materials	Hurricane Harvey Relief
Stay & Play Daycare Ctr #1 1206 Aldine Bender Houston, TX 77032			0	5,965	Cost	Equipment/ materials	Hurricane Harvey Relief

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Stay & Play Daycare Ctr #2 807 Peakwood Dr 2 Houston, TX 77090			0	5,498	Cost	Equipment/ materials	Hurricane Harvey Relief
Stepping Stones 6506 Wellington Meadows Dr Katy, TX 77449	94-3445240		7,465	0			Hurricane Harvey Relief

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Stream of Life Christian Acad 720 Cedar Bayou Rd Baytown, TX 77520	47-3142792		8,836	0			Hurricane Harvey Relief
Successful Starters Learning Acad 10635 Homestead Rd Ste B Houston, TX 77016	87-0750983		5,870	0			Hurricane Harvey Relief

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(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 non-cash assistance	(h) Purpose of grant or assistance
Sunshine Childrens Academy 1475 E South St Alvin, TX 77511	21-4571243		1,720	8,496	Cost	Equipment/ materials	Hurricane Harvey Relief
Super Kids Academy 9925 North Houston Rosslyn Rd Houston, TX 77088	80-0654003		0	15,118	Cost	Equipment/ materials	Hurricane Harvey Relief

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Tammys Precious Little Angels 4802 Majestic Houston, TX 77026	48-1274873		19,360	0			Hurricane Harvey Relief
Tarkington Learning Centre 2520 FM 163 Cleveland, TX 77575			0	12,976	Cost	Equipment/ materials	Hurricane Harvey Relief

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Texas Medical Ctr YMCA - CBFB 5614 H Mark Crosswell Jr St Houston, TX 77021		501(c)(3)	0	10,000	Cost	Equipment/ materials	Hurricane Harvey Relief
The Bridge - Destiny Village 701 Fairmont Pkwy Pasadena, TX 77504	74-1989590	501(c)(3)	9,407	0			UWBB Salary Incentive

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The Imani School 12401 South Post Oak Rd Houston, TX 77045		501(c)(3)	0	16,243	Cost	Equipment/ materials	Hurricane Harvey Relief
The Koolest Learning Center 1703 East Fayle St Baytown, TX 77520			14,900	0			Hurricane Harvey Relief

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The Little Rascals Child Care 19935 Highway 6 Manvel, TX 77578	46-2333213		6,000	13,997	Cost	Equipment/ materials	Hurricane Harvey Relief
The Real Incredible Kids 1401 Woodlawn Street Baytown, TX 77520	47-5394569		750	6,900	Cost	Equipment/ materials	Hurricane Harvey Relief

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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The Rose Accelerated Learning 3618 Stassen St Houston, TX 77051	82-4271621		2,850	8,381	Cost	Equipment/ materials	Hurricane Harvey Relief
The Roundup Corral 7707 FM 3180 Baytown, TX 77523	27-0663842		0	11,000	Cost	Equipment/ materials	Hurricane Harvey Relief

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Tiny Feet Child Care 11360 Westheimer Rd Houston, TX 77077			0	10,494	Cost	Equipment/ materials	Hurricane Harvey Relief
Tiny Feet Child Care 13839 Beckwith Houston, TX 77014	41-1580387		5,200	5,957	Cost	Equipment/ materials	Hurricane Harvey Relief

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TNT Learning Center 12031 Blue Mountain Dr Houston, TX 77067	46-0476300		1,028	9,497	Cost	Equipment/ materials	Hurricane Harvey Relief
Toddler House 5 150 E West Rd Houston, TX 77099			0	5,499	Cost	Equipment/ materials	Hurricane Harvey Relief

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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Tomorrows Future Development 8514 C E King Pkwy Ste F Houston, TX 77044	20-4064302		10,914	5,499	Cost	Equipment/ materials	Hurricane Harvey Relief
Upbring Head Start 3008 Le Tulle Ave Bay City, TX 77414			0	5,492	Cost	Equipment/ materials	Hurricane Harvey Relief

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Virginia Noahs Ark Childcare 2009 Merle Street Pasadena, TX 77502		501(c)(3)	6,071	0			Hurricane Harvey Relief
Wiz Childrens Academy #1 9561 FM 1960 W Houston, TX 77070			0	5,991	Cost	Equipment/ materials	Hurricane Harvey Relief

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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Wiz Childrens Academy #2 5522 Highway 6 N Houston, TX 77084			0	5,782	Cost	Equipment/ materials	Hurricane Harvey Relief
Wiz Kids Daycare & Academy 8200 N Main St Baytown, TX 77521			0	5,498	Cost	Equipment/ materials	Hurricane Harvey Relief

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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Young & Gifted Learning Ctr 10300 Bammel N Houston Rd Houston, TX 77086	75-3215068		2,375	9,025	Cost	Equipment/ materials	Hurricane Harvey Relief

Schedule J
(Form 990)

Department of the Treasury
Internal Revenue Service

Compensation Information

OMB No 1545-0047

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.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

2018

Open to Public Inspection

Name of the organization
Collaborative for Children

Employer identification number
76-0228065

Part I Questions Regarding Compensation

	Yes	No
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		
<input type="checkbox"/> First-class or charter travel <input type="checkbox"/> Travel for companions <input type="checkbox"/> Tax indemnification and gross-up payments <input type="checkbox"/> Discretionary spending account		
<input type="checkbox"/> Housing allowance or residence for personal use <input type="checkbox"/> Payments for business use of personal residence <input type="checkbox"/> Health or social club dues or initiation fees <input type="checkbox"/> 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	1b	
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?	2	
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		
<input checked="" type="checkbox"/> Compensation committee <input type="checkbox"/> Independent compensation consultant <input checked="" type="checkbox"/> Form 990 of other organizations		
<input checked="" type="checkbox"/> Written employment contract <input checked="" type="checkbox"/> Compensation survey or study <input checked="" type="checkbox"/> 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?	4a	No
b Participate in, or receive payment from, a supplemental nonqualified retirement plan?	4b	No
c Participate in, or receive payment from, an equity-based compensation arrangement? If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III	4c	No
Only 501(c)(3), 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?	5a	No
b Any related organization? If "Yes," on line 5a or 5b, describe in Part III	5b	No
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?	6a	No
b Any related organization? If "Yes," on line 6a or 6b, describe in Part III	6b	No
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	7	No
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	8	No
9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?	9	No

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.

SCHEDULE O
(Form 990 or 990-EZ)

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.

▶ Go to www.irs.gov/Form990 for the latest information.

OMB No 1545-0047

2018

Open to Public Inspection

Department of the Treasury

Name of the organization
Collaborative for Children

Employer identification number

76-0228065

990 Schedule O, Supplemental Information

Return Reference	Explanation
Form 990, Part VI, Line 1a Explanation of Delegated Broad Authority to Committee	The Executive Committee is composed of certain officers of the Board of Directors, including the Board Chair, Vice Chair and the various Committee Chairs. The Executive Committee recommends actions for approval of the full Board and may act on behalf of the Board to deal with urgent situations between Board meetings or when specific authority is delegated by the Board.

990 Schedule O, Supplemental Information

Return Reference	Explanation
Form 990, Part VI, Line 11b Form 990 Review Process	The organization works with its independent accounting firm to provide and review the information necessary to prepare Form 990. A draft of Form 990 is circulated to key staff and to the Finance Committee composed of board members and community volunteers for review and discussion. It is provided to the Executive Committee and the full Board of Directors prior to filing.

990 Schedule O, Supplemental Information

Return Reference	Explanation
Form 990, Part VI, Line 12c Explanation of Monitoring and Enforcement of Conflicts	Employees Upon hire, all employees sign an acknowledgment of having read and understood the conflict of interest policy Those personnel policies which require any notification changes (personal information, conflict of interest, etc) are highlighted annually during an all-staff meeting Employees must notify their supervisors of any potential conflict, supervisors then meet with HR staff to make a final determination as to whether a conflict (actual or perceived) exists and what appropriate action must be taken Directors Board members execute an acknowledgment annually that they have read and understood the conflict of interest policy They must notify the President/CEO of a conflict (actual or perceived) and refrain from voting at board meetings on decisions which may be associated with a potential conflict of interest

990 Schedule O, Supplemental Information

Return Reference	Explanation
Form 990, Part VI, Line 15a Compensation Review & Approval Process - CEO, Top Management	The Chair of the Board of Directors conducts the annual performance review for the President/CEO. External compensation surveys and other market data are considered in setting compensation. The Executive Committee of the Board approves merit-based and market rate adjustments.

990 Schedule O, Supplemental Information

Return Reference	Explanation
Form 990, Part VI, Line 15b Compensation Review and Approval Process for Officers and Key Employees	Performance reviews are conducted annually for all other officers, key employees and all other employees. A merit pool amount is approved annually by the Board of Directors and merit is awarded according to performance ratings. The agency participates every two years in a market survey of compensation for nonprofit organizations. Results from this survey along with other market data sources are reviewed by a committee of the Board of Directors and the HR Department. Salary adjustments are made as necessary in order to remain competitive with peer agencies and these adjustments are approved by a committee of the Board of Directors.

990 Schedule O, Supplemental Information

Return Reference	Explanation
Form 990, Part VI, Line 19 Other Organization Documents Publicly Available	Available upon request and through national and local bodies providing public information including Guidestar and DonorHouston