

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
2019
Open to Public Inspection

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

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 \$ 11,712,910

F Name and address of principal officer:
 Melanie Johnson
 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 2019 (Part V, line 2a)	122
6 Total number of volunteers (estimate if necessary)	65
7a Total unrelated business revenue from Part VIII, column (C), line 12	0
7b Net unrelated business taxable income from Form 990-T, line 39	

	Prior Year	Current Year
8 Contributions and grants (Part VIII, line 1h)	11,123,997	11,506,043
9 Program service revenue (Part VIII, line 2g)	1,168,691	173,616
10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	11,724	31,622
11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)		0
12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	12,304,412	11,711,281
13 Grants and similar amounts paid (Part IX, column (A), lines 1–3)	4,220,810	3,799,027
14 Benefits paid to or for members (Part IX, column (A), line 4)		0
15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	5,918,713	6,589,287
16a Professional fundraising fees (Part IX, column (A), line 11e)	25,000	32,000
b Total fundraising expenses (Part IX, column (D), line 25) ▶ 225,130		
17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	2,136,111	2,217,423
18 Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	12,300,634	12,637,737
19 Revenue less expenses. Subtract line 18 from line 12	3,778	-926,456

	Beginning of Current Year	End of Year
20 Total assets (Part X, line 16)	4,604,046	3,379,715
21 Total liabilities (Part X, line 26)	1,179,249	819,757
22 Net assets or fund balances. Subtract line 21 from line 20	3,424,797	2,559,958

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: 2020-11-13
 Melanie Johnson President & CEO
 Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name: _____ Preparer's signature: _____ Date: _____
 Firm's name ▶ Blazek & Vetterling Firm's EIN ▶ 76-0269860
 Firm's address ▶ 2900 Wesleyan Suite 200 Phone no. (713) 439-5739
 Houston, TX 77027

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

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response 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 \$ 9,555,728 including grants of \$ 3,772,422) (Revenue \$ 173,616)
See Additional Data

4b (Code:) (Expenses \$ 1,416,090 including grants of \$ 26,605) (Revenue \$)
See Additional Data

4c (Code:) (Expenses \$ 59,294 including grants of \$) (Revenue \$)
See Additional Data

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

4e Total program service expenses ▶ 11,031,112

Part IV Checklist of Required Schedules

Table with 3 columns: Question ID, Question Text, and Yes/No response. Rows include questions 1 through 21, with sub-questions a-f for items 10, 11, and 12. Each row has a corresponding 'Yes' or 'No' in the rightmost column.

Part IV Checklist of Required Schedules (continued)

		Yes	No	
22	Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>	22	Yes	
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		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	Section 501(c)(3), 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 or 22 for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i>	26		No
27	Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) 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, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i>	28a		No
b	A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>	28b		No
c	A 35% controlled entity of one or more individuals and/or organizations described in lines 28a or 28b? <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	173	
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	

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 3 columns: Question, Yes, No. Rows include: 1a (20), 1b (20), 2 (Yes), 3 (No), 4 (No), 5 (No), 6 (No), 7a (No), 7b (No), 8a (Yes), 8b (Yes), 9 (No).

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

Table with 3 columns: Question, Yes, No. Rows include: 10a (No), 10b, 11a (Yes), 11b, 12a (Yes), 12b (Yes), 12c (Yes), 13 (Yes), 14 (Yes), 15a (Yes), 15b (Yes), 16a (No), 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. Indicate how you made these available. Check all that apply.
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 VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

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

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

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

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, or highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

See instructions for the order in which to list the persons above.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
(1) Melanie Johnson President & CEO	40.00 0.00			X				222,600	0	12,738
(2) Sharon D Spillman AVP Provider Eng	40.00 0.00							109,754	0	8,584
(3) Jerry McGeer thru 0719 VP & CFO	40.00 0.00			X				72,734	0	7,626
(4) Imran Joshepi 3-1019 CFO	40.00 0.00			X				69,998	0	5,448
(5) Laura Sayavedra Board Chair	3.00 0.00	X		X				0	0	0
(6) Robert J Eschweiler Vice Chair	2.00 0.00	X		X				0	0	0
(7) Ana Baskharone Chair Fund Dev	2.00 0.00	X		X				0	0	0
(8) Allison Falender Chair Program	2.00 0.00	X		X				0	0	0
(9) Janet Horton Chair HR	2.00 0.00	X		X				0	0	0
(10) Jenny Philip Vice Chair Prog	2.00 0.00	X		X				0	0	0
(11) Stephanie Rudd Chair Fin Comm	2.00 0.00	X		X				0	0	0
(12) Bob Sparger Audit Comm	2.00 0.00	X		X				0	0	0
(13) Caren Sweetland Public Policy	2.00 0.00	X		X				0	0	0
(14) Julie Brook Alexander Director	1.00 0.00	X						0	0	0
(15) Robert J Austin Director	1.00 0.00	X						0	0	0
(16) Dreanna Belden Director	1.00 0.00	X						0	0	0
(17) Consuella Guillory-Adams Director	1.00 0.00	X						0	0	0

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations	
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former				
(18) Melanie Lowther Director	1.00 0.00	X						0	0	0	
(19) Darryl Montgomery Director	1.00 0.00	X						0	0	0	
(20) Nasruddin Rupani Director	1.00 0.00	X						0	0	0	
(21) Debra Saldana-Sharp Director	1.00 0.00	X						0	0	0	
(22) Barbara Samuels Director	1.00 0.00	X						0	0	0	
(23) Diana Sayavedra Director	1.00 0.00	X						0	0	0	
(24) Jennifer Klein Strauss Director	1.00 0.00	X						0	0	0	
1b Sub-Total											
c Total from continuation sheets to Part VII, Section A											
d Total (add lines 1b and 1c)								475,086			34,396

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

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

Section B. Independent Contractors

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

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

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

Part VIII Statement of Revenue

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

Table with 5 columns: (A) Total revenue, (B) Related or exempt function revenue, (C) Unrelated business revenue, (D) Revenue excluded from tax under sections 512 - 514. Rows include 1a-1g for Federated campaigns, membership dues, fundraising events, related organizations, government grants, and other contributions.

Table for Program Service Revenue with columns for Business Code, (A) Total revenue, (B) Related or exempt function revenue, (C) Unrelated business revenue, and (D) Revenue excluded from tax. Rows include 2a-2f for childcare training, other programs, and all other program service revenue.

Table for Other Revenue with columns for (A) Total revenue, (B) Related or exempt function revenue, (C) Unrelated business revenue, and (D) Revenue excluded from tax. Rows include 3-12 for investment income, royalties, rental income, gain from sales of assets, fundraising events, gaming activities, and sales of inventory.

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	3,399,518	3,399,518		
2 Grants and other assistance to domestic individuals. See Part IV, line 22	399,509	399,509		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16.	0			
4 Benefits paid to or for members	0			
5 Compensation of current officers, directors, trustees, and key employees	391,144	324,001	59,202	7,941
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	5,109,006	4,193,193	809,566	106,247
8 Pension plan accruals and contributions (include section 401 (k) and 403(b) employer contributions)	156,253	127,356	25,476	3,421
9 Other employee benefits	525,639	473,978	44,119	7,542
10 Payroll taxes	407,245	339,652	58,962	8,631
11 Fees for services (non-employees):				
a Management	0			
b Legal	0			
c Accounting	32,731	25,473	6,490	768
d Lobbying	0			
e Professional fundraising services. See Part IV, line 17	32,000			32,000
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)	538,968	410,856	127,067	1,045
12 Advertising and promotion	25,942	5,441	20,501	
13 Office expenses	301,547	244,075	48,561	8,911
14 Information technology	301,226	264,228	23,329	13,669
15 Royalties	0			
16 Occupancy	343,522	282,706	53,944	6,872
17 Travel	251,135	246,262	4,715	158
18 Payments of travel or entertainment expenses for any federal, state, or local public officials	0			
19 Conferences, conventions, and meetings	162,660	113,414	26,320	22,926
20 Interest	3,035		3,035	
21 Payments to affiliates	0			
22 Depreciation, depletion, and amortization	94,650	63,171	27,092	4,387
23 Insurance	17,219	14,250	2,637	332
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	98,549	95,117	3,227	205
b Public relations	38,289	7,017	31,272	
c Membership dues	7,950	1,895	5,980	75
d				
e All other expenses	0			
25 Total functional expenses. Add lines 1 through 24e	12,637,737	11,031,112	1,381,495	225,130
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	2,299,182	1	842,578
	2 Savings and temporary cash investments	1,158,979	2	1,567,120
	3 Pledges and grants receivable, net	554,573	3	416,076
	4 Accounts receivable, net	3,574	4	12,631
	5 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	0
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	0
	7 Notes and loans receivable, net		7	0
	8 Inventories for sale or use		8	0
	9 Prepaid expenses and deferred charges	39,100	9	15,439
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	588,008		
	b Less: accumulated depreciation	418,561		
	11 Investments—publicly traded securities		11	0
	12 Investments—other securities. See Part IV, line 11	282,799	12	335,448
	13 Investments—program-related. See Part IV, line 11		13	0
	14 Intangible assets		14	0
	15 Other assets. See Part IV, line 11	20,976	15	20,976
16 Total assets. Add lines 1 through 15 (must equal line 34)	4,604,046	16	3,379,715	
Liabilities	17 Accounts payable and accrued expenses	760,050	17	441,473
	18 Grants payable		18	
	19 Deferred revenue	226,161	19	295,818
	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 any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23 Secured mortgages and notes payable to unrelated third parties	97,222	23	8,889
	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	95,816	25	73,577
	26 Total liabilities. Add lines 17 through 25	1,179,249	26	819,757
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33.			
	27 Net assets without donor restrictions	712,450	27	1,150,973
	28 Net assets with donor restrictions	2,712,347	28	1,408,985
	Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33.			
	29 Capital stock or trust principal, or current funds		29	
	30 Paid-in or capital surplus, or land, building or equipment fund		30	
	31 Retained earnings, endowment, accumulated income, or other funds		31	
32 Total net assets or fund balances	3,424,797	32	2,559,958	
33 Total liabilities and net assets/fund balances	4,604,046	33	3,379,715	

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	11,711,281
2	Total expenses (must equal Part IX, column (A), line 25)	2	12,637,737
3	Revenue less expenses. Subtract line 2 from line 1	3	-926,456
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	3,424,797
5	Net unrealized gains (losses) on investments	5	61,617
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	2,559,958

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: 19009920

Software Version: 2019v5.0

EIN: 76-0228065

Name: Collaborative for Children

Form 990 (2019)

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.

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 instructions and the latest information.

OMB No. 1545-0047
2019
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) and 170(b)(1)(A)(vi)

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

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶		(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
1	Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grant.") . . .	5,799,682	8,094,532	7,635,017	11,123,997	11,506,043	44,159,271
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	5,799,682	8,094,532	7,635,017	11,123,997	11,506,043	44,159,271
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)						1,210,874
6	Public support. Subtract line 5 from line 4.						42,948,397

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶		(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
7	Amounts from line 4.	5,799,682	8,094,532	7,635,017	11,123,997	11,506,043	44,159,271
8	Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources.	25	28	549	11,724	31,551	43,877
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						44,203,148

12 Gross receipts from related activities, etc. (see instructions) **12** 4,459,365

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 2019 (line 6, column (f) divided by line 11, column (f))	14	97.160 %
15	Public support percentage for 2018 Schedule A, Part II, line 14	15	93.640 %

16a **33 1/3% support test—2019.** 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—2018.** 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—2019.** 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—2018.** 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) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(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) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(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 2019 (line 8, column (f) divided by line 13, column (f))	15	
16	Public support percentage from 2018 Schedule A, Part III, line 15	16	

Section D. Computation of Investment Income Percentage

17	Investment income percentage for 2019 (line 10c, column (f) divided by line 13, column (f))	17	
18	Investment income percentage from 2018 Schedule A, Part III, line 17	18	

19a 33 1/3% support tests—2019. 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—2018. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

		Yes	No
1	Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
	1		
2	Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
	2		
3a	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer (b) and (c) below.</i>		
	3a		
b	Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
	3b		
c	Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
	3c		
4a	Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes" and if you checked 12a or 12b in Part I, answer (b) and (c) below.</i>		
	4a		
b	Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
	4b		
c	Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
	4c		
5a	Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
	5a		
b	Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
	5b		
c	Substitutions only. Was the substitution the result of an event beyond the organization's control?		
	5c		
6	Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
	6		
7	Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
	7		
8	Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
	8		
9a	Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
	9a		
b	Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
	9b		
c	Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
	9c		
10a	Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>		
	10a		
b	Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings).</i>		
	10b		

Part IV Supporting Organizations (continued)

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

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

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

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	Adjusted Net Income (subtract lines 5, 6 and 7 from line 4)	8	
Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):	1	
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (explain in detail in Part VI):		
2	Acquisition indebtedness applicable to non-exempt use assets	2	
3	Subtract line 2 from line 1d	3	
4	Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by .035	6	
7	Recoveries of prior-year distributions	7	
8	Minimum Asset Amount (add line 7 to line 6)	8	
Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1	
2	Enter 85% of line 1	2	
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3	
4	Enter greater of line 2 or line 3	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)	6	
7	<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 2019 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-2019	(iii) Distributable Amount for 2019
1 Distributable amount for 2019 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2019 (reasonable cause required-- explain in Part VI). See instructions.			
3 Excess distributions carryover, if any, to 2019:			
a From 2014.			
b From 2015.			
c From 2016.			
d From 2017.			
e From 2018.			
f Total of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2019 distributable amount			
i Carryover from 2014 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
4 Distributions for 2019 from Section D, line 7:			
\$			
a Applied to underdistributions of prior years			
b Applied to 2019 distributable amount			
c Remainder. Subtract lines 4a and 4b from 4.			
5 Remaining underdistributions for years prior to 2019, 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 2019. 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 2020. Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2015.			
b Excess from 2016.			
c Excess from 2017.			
d Excess from 2018.			
e Excess from 2019.			

Additional Data

Software ID: 19009920

Software Version: 2019v5.0

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

2019
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)
- c** Total lobbying expenditures (add lines 1a and 1b)
- d** Other exempt purpose expenditures
- e** Total exempt purpose expenditures (add lines 1c and 1d)
- f** Lobbying nontaxable amount. Enter the amount from the following table in both columns.

2,276	
2,276	
12,605,737	
12,608,013	
780,401	

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)
- 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?

195,100	

Yes No

4-Year Averaging Period Under Section 501(h)

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

Lobbying Expenditures During 4-Year Averaging Period

Calendar year (or fiscal year beginning in)	(a) 2016	(b) 2017	(c) 2018	(d) 2019	(e) Total
2a Lobbying nontaxable amount	522,456	554,527	763,782	780,401	2,621,166
b Lobbying ceiling amount (150% of line 2a, column(e))					3,931,749
c Total lobbying expenditures	3,949	35,296	3,307	2,276	44,828
d Grassroots nontaxable amount	130,614	138,632	190,946	195,100	655,292
e Grassroots ceiling amount (150% of line 2d, column (e))					982,938
f Grassroots lobbying expenditures	742	2,303			3,045

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

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

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

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

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

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

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

Part IV Supplemental Information

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

Return Reference	Explanation
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SCHEDULE D (Form 990)

Supplemental Financial Statements

OMB No. 1545-0047 2019 Open to Public Inspection

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 instructions and the latest information.

Department of the Treasury Internal Revenue Service

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.

Table with 2 columns: (a) Donor advised funds, (b) Funds and other accounts. Rows include total number at end of year, aggregate value of contributions, grants, and end of year, and two questions about donor/donor advisor notification.

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

Form for Part II Conservation Easements. Includes questions about purpose of easements, number of easements, acreage, and monitoring expenses. Includes a table for 'Held at the End of the Year' with rows 2a, 2b, 2c, 2d.

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.

Form for Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Includes questions about reporting works of art and historical treasures, and amounts related to these items.

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

- 3** Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):
- a** Public exhibition
 - b** Scholarly research
 - c** Preservation for future generations
 - d** Loan or exchange programs
 - e** Other
- 4** Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.
- 5** During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? . . . **Yes** **No**

Part IV Escrow and Custodial Arrangements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a** Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? **Yes** **No**

b If "Yes," explain the arrangement in Part XIII and complete the following table:

- c** Beginning balance
- d** Additions during the year
- e** Distributions during the year
- f** Ending balance

	Amount
1c	
1d	
1e	
1f	

- 2a** Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? . . . **Yes** **No**

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

Part V Endowment Funds.

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

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance	282,799	302,642	264,213	249,582	252,138
b Contributions					
c Net investment earnings, gains, and losses	61,617	-19,843	43,019	14,631	-2,556
d Grants or scholarships	8,968		4,590		
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance	335,448	282,799	302,642	264,213	249,582

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 ▶ 75.000 %
- c** Temporarily restricted endowment ▶ 25.000 %

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

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

- (i)** unrelated organizations
- (ii)** related organizations

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

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

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	17,389	5,789
d Equipment		564,830	401,172	163,658
e Other				
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10(c).) . . . ▶				169,447

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.)	▶ 335,448	

Part VIII Investments—Program Related.

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

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

Part IX Other Assets.

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

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

Part X Other Liabilities.

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

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col.(B) line 25.)	▶ 73,577

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	11,772,898
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:			
a	Net unrealized gains (losses) on investments	2a	61,617	
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	61,617
3	Subtract line 2e from line 1		3	11,711,281
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	11,711,281

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	12,637,737
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	12,637,737
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	12,637,737

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: 19009920

Software Version: 2019v5.0

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

2019

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 <input checked="" type="checkbox"/> Mail solicitations | e <input checked="" type="checkbox"/> Solicitation of non-government grants |
| b <input checked="" type="checkbox"/> Internet and email solicitations | f <input checked="" type="checkbox"/> Solicitation of government grants |
| c <input checked="" type="checkbox"/> Phone solicitations | g <input checked="" type="checkbox"/> Special fundraising events |
| d <input checked="" type="checkbox"/> In-person solicitations | |
- 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 10 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	1,549,708	32,000	1,517,708
Total				1,549,708	32,000	1,517,708

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) Total events
		(event type)	(event type)	(total number)	(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 as Filed, 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

OMB No. 1545-0047

2019

Open to Public Inspection

Department of the Treasury Internal Revenue Service Name of the organization Collaborative for Children

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.

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...
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.

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, (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 7
3 Enter total number of other organizations listed in the line 1 table 115

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	978	73,696			
(2) Tuition assistance	59	33,704			
(3) Assessments/Accreditations	61	89,850			
(4) Salary Support - Child care workers	564	141,391			
(5) Individual Child care providers	7		60,868	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: 19009920
Software Version: 2019v5.0
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 FM1765 A101 Texas City, TX 77591	26-4813537		0	12,478	Cost	Equipment/ materials	Hurricane Harvey Relief
A Creative Genius Lrng Acad 15710 Chimney Rock Rd Missouri City, TX 77489			0	7,688	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
AAMA Child Care 6001 Gulf Freeway Houston, TX 77023	74-1696961	501(c)(3)	13,960	0			UWBB Salary Incentive
ABC 123 A CAT A ME 10914 Cullen Blvd Houston, TX 77047	76-0207056		0	5,104	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
ABC 123 Childcare Learning 612 14th Ave N Texas City, TX 77590	46-2409522		0	5,567	Cost	Equipment/ materials	Hurricane Harvey Relief
ABC Childrens Academy 9450 Round Up Ln Houston, TX 77064			0	9,006	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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ABC Lighthouse Childcare 19507 Lighthouse Scene Ln Cypress, TX 77433			0	6,997	Cost	Equipment/ materials	Hurricane Harvey Relief
Academic Romper Room Child Dev 13712 Walters Rd Ste 110 Houston, TX 77014			0	9,953	Cost	Equipment/ materials	Hurricane Harvey Relief

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All Stars Day Care Preschool 917 Greens Rd Houston, TX 77060			0	10,498	Cost	Equipment/ materials	Hurricane Harvey Relief
AllStarz Daycare Academy 19620 Kuykendahl Rd Ste B Spring, TX 77379			0	14,128	Cost	Equipment/ materials	Hurricane Harvey Relief

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Alpha Academy 1647 Candytuft Ct Houston, TX 77038	20-5253656		0	5,499	Cost	Equipment/ materials	Hurricane Harvey Relief
Alpha Academy #3 4627 Vista Rd Pasadena, TX 77504	47-1224156		0	9,000	Cost	Equipment/ materials	Hurricane Harvey Relief

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Beginning Phases Lrng Acad 5703 Groveton ST Houston, TX 77033			0	14,916	Cost	Equipment/ materials	Hurricane Harvey Relief
Big Dreams & Lil Wonders 11010 Perry Rd C Houston, TX 77064			0	5,486	Cost	Equipment/ materials	Hurricane Harvey Relief

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Blessed Child Daycare 20806 Camphor Tree Dr Katy, TX 77449			0	5,998	Cost	Equipment/ materials	Hurricane Harvey Relief
Blossom Heights Child Dev 8702 Lipan Road Houston, TX 77063	26-4463717	501(c)(3)	11,578	0			UWBB Salary Incentive

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Bow Ties & Tutus Childcare 12306 Dermott Dr Houston, TX 77065			0	5,979	Cost	Equipment/ materials	Hurricane Harvey Relief
Breach Early Learning 1301 Nevell St 102 Cleveland, TX 77327			0	19,963	Cost	Equipment/ materials	Hurricane Harvey Relief

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Brilliant Minds Lrng Acad 5903 Bellfort Ave Houston, TX 77033			0	22,498	Cost	Equipment/ materials	Hurricane Harvey Relief
Brookes Learning Ctr 8431 Bigwood St Houston, TX 77078			0	5,852	Cost	Equipment/ materials	Hurricane Harvey Relief

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Building Blocks Academy 2619 Main St La Marque, TX 77568			0	16,966	Cost	Equipment/ materials	Hurricane Harvey Relief
Bunker Hill Kindercare 937 Bunker Hill Rd Houston, TX 77024			0	5,491	Cost	Equipment/ materials	Hurricane Harvey Relief

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Candis Day School 4922 Perry St Houston, TX 77021			0	11,994	Cost	Equipment/ materials	Hurricane Harvey Relief
Candyland VTM Day Care School 11110 Veterans Memorial Dr Houston, TX 77067			0	7,496	Cost	Equipment/ materials	Hurricane Harvey Relief

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Castillo Family Day Care 8010 Sweetstone Bluff Ln Cypress, TX 77433			0	6,184	Cost	Equipment/ materials	Hurricane Harvey Relief
Childhood Seasons Lrng Acad Normandy St 779 10 Houston, TX 77015			0	18,484	Cost	Equipment/ materials	Hurricane Harvey Relief

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Childrens Lighthouse Mag Creek 4496 W League City Parkway Houston, TX 77573	20-3819810		0	5,985	Cost	Equipment/ materials	Hurricane Harvey Relief
Chilhood Seasons Lrng Acad #2 717 Normandy St Houston, TX 77015			0	9,999	Cost	Equipment/ materials	Hurricane Harvey Relief

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Chinese Community Ctr 9800 Town Park Houston, TX 77036	76-0067885	501(c)(3)	17,452	0			UWBB Salary Incentive
Christian Life Ctr 804 Russell Palmer Road Kingswood, TX 77339			0	11,000	Cost	Equipment/ materials	Hurricane Harvey Relief

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Christian Life Ctr Day Care 2 806 Russell Palmer Rd Ste B Kingwood, TX 77339			0	11,000	Cost	Equipment/ materials	Hurricane Harvey Relief
Creative Care Academy 9660 Beechnut Ave Houston, TX 77036	90-0108957		0	14,331	Cost	Equipment/ materials	Hurricane Harvey Relief

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Creative Care Childrens Schl 1639 Blalock Rd Houston, TX 77080			0	5,856	Cost	Equipment/ materials	Hurricane Harvey Relief
Early Lrng Acad - Westfield 16713 Ella Blvd Houston, TX 77090			0	6,299	Cost	Equipment/ materials	Hurricane Harvey Relief

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Elis Lrng Acad 5941 Mohawk St Houston, TX 77016			0	11,345	Cost	Equipment/ materials	Hurricane Harvey Relief
Elite City Kids Childcare 15002 Ella Blvd Ste 10 Houston, TX 77090			0	5,173	Cost	Equipment/ materials	Hurricane Harvey Relief

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Excellence Acad Child Care 2801 Main St Dickinson, TX 77539			0	18,042	Cost	Equipment/ materials	Hurricane Harvey Relief
Family Christian Academy 14718 Woodford Dr Houston, TX 77015			0	7,498	Cost	Equipment/ materials	Hurricane Harvey Relief

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Firefly Dual Language Academy 8510 Almeda Genoa Rd 404 Houston, TX 77075			0	8,187	Cost	Equipment/ materials	Hurricane Harvey Relief
First Baptist Child Dev Ctr 507 N Fulton St Wharton, TX 77488			0	23,000	Cost	Equipment/ materials	Hurricane Harvey Relief

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First Steps Daycare 13239 Bellaire Blvd Houston, TX 77083			0	8,385	Cost	Equipment/ materials	Hurricane Harvey Relief
Full of Life Learning Ctr 18775 Clay Rd Houston, TX 77084			0	10,984	Cost	Equipment/ materials	Hurricane Harvey Relief

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Galveston Kiddie College 1516 Avenue K Galveston, TX 77550			0	11,972	Cost	Equipment/ materials	Hurricane Harvey Relief
Gessner Kiddie Kollege 10826 S Gessner Rd Houston, TX 77071			0	9,049	Cost	Equipment/ materials	Hurricane Harvey Relief

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Giraffe Kids Academy 9303 W Sam Houston Pkwy 175 Houston, TX 77090			0	9,860	Cost	Equipment/ materials	Hurricane Harvey Relief
Guadalupe Bilingual Daycare 102 Red Oak Ave 8641 Crosby, TX 77532			0	5,998	Cost	Equipment/ materials	Hurricane Harvey Relief

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Guiding Creative Learners 802 Wilson Rd Humble, TX 77338			0	15,988	Cost	Equipment/ materials	Hurricane Harvey Relief
Hand In Hand Child Develop 1012 E House St Alvin, TX 77511	74-1668472		0	11,638	Cost	Equipment/ materials	Hurricane Harvey Relief

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Hopes Academy & Childcare 16233 Clay Rd 300 Houston, TX 77084			0	5,497	Cost	Equipment/ materials	Hurricane Harvey Relief
Hopes Children Academy 8500 Cook Rd Houston, TX 77072			0	22,247	Cost	Equipment/ materials	Hurricane Harvey Relief

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House of Tiny Treasures 1529 Lombardy St Houston, TX 77023	76-0260430	501(c)(3)	9,633	0			UWBB Salary Incentive
Imagination Station Lrng Acad 100 Cedar St Lake Jackson, TX 77566			0	5,775	Cost	Equipment/ materials	Hurricane Harvey Relief

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Imagine Me Academy 12028 Crosby Lynchburg Rd Crosby, TX 77532			0	7,999	Cost	Equipment/ materials	Hurricane Harvey Relief
Imagine Me Academy 2 12028 Crosby Lynchburg Rd Crosby, TX 77532			0	11,999	Cost	Equipment/ materials	Hurricane Harvey Relief

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Itty Bitty Tots In Training 12019 Misty Valley Dr Houston, TX 77066			0	17,488	Cost	Equipment/ materials	Hurricane Harvey Relief
Janices Child Care LLC 13429 Bandera St Houston, TX 77015			0	10,068	Cost	Equipment/ materials	Hurricane Harvey Relief

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Jewels Learning Ctr 6606 Cadillac St Houston, TX 77021			0	8,499	Cost	Equipment/ materials	Hurricane Harvey Relief
Joanns Day Care 12510 Unison Rd Houston, TX 77044			0	6,493	Cost	Equipment/ materials	Hurricane Harvey Relief

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Juanitas Day Care 19523 Cypress Royal Dr Katy, TX 77449			0	7,456	Cost	Equipment/ materials	Hurricane Harvey Relief
Katy GT Academy 21020 Highland Knolls Dr Katy, TX 77450			0	5,498	Cost	Equipment/ materials	Hurricane Harvey Relief

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Katy Kinder Prep 5131 S Fry Rd 100 Katy, TX 77450	80-0912615		0	7,496	Cost	Equipment/ materials	Hurricane Harvey Relief
Key Concepts Kan Learning Ctr 4245 Cook Rd Houston, TX 77072			0	28,231	Cost	Equipment/ materials	Hurricane Harvey Relief

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Kids In Kare Day Care 17645 Kieth Harrow Blvd Houston, TX 77084			0	7,488	Cost	Equipment/ materials	Hurricane Harvey Relief
Kids Unlimited Daycare & Lrng 12766 Veterans Memorial Dr Houston, TX 77014			0	7,310	Cost	Equipment/ materials	Hurricane Harvey Relief

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KidsFirst Nursery Preschool 200 Farm to Market 517 Rd W Dickinson, TX 77539			0	8,999	Cost	Equipment/ materials	Hurricane Harvey Relief
Kinder College Childrens Acad 6903 HuffmeiSter Rd Houston, TX 77084			0	7,998	Cost	Equipment/ materials	Hurricane Harvey Relief

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Kinder College for Kids 7426 Curry Rd Houston, TX 77093			0	6,974	Cost	Equipment/ materials	Hurricane Harvey Relief
Koala Cubs Lrng Acad 1033 Fairmont Pkwy Pasadena, TX 77504			0	16,219	Cost	Equipment/ materials	Hurricane Harvey Relief

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Kollege 4 Kidz 9999 W Montgomery Rd D Houston, TX 77088			0	5,752	Cost	Equipment/ materials	Hurricane Harvey Relief
LaTonya Patrice Boutte Charrin Dr UNIT 2 Houston, TX 77032			0	6,091	Cost	Equipment/ materials	Hurricane Harvey Relief

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Learning Minds Academy 821 Fairmont Parkway Pasadena, TX 77054	47-2569111		0	15,474	Cost	Equipment/ materials	Hurricane Harvey Relief
Lifetime Learners Child Dev 6734 Westheimer Lakes N Dr Katy, TX 77494			0	7,674	Cost	Equipment/ materials	Hurricane Harvey Relief

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Little Angels Academy 867 Dulles Ave Ste D Stafford, TX 77477			0	10,465	Cost	Equipment/ materials	Hurricane Harvey Relief
Little Bo Peep 7302 Lawndale St Houston, TX 77012			0	5,497	Cost	Equipment/ materials	Hurricane Harvey Relief

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Little Folks Day Care PreSchl 1921 Johanna Dr Houston, TX 77055			0	8,988	Cost	Equipment/ materials	Hurricane Harvey Relief
Little Peoples Learning Tree 457 Pickering St Houston, TX 77091			0	8,991	Cost	Equipment/ materials	Hurricane Harvey Relief

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Little Promise Keepers 12320 Cypress N Houston Rd Cypress, TX 77429	20-5590084		0	5,499	Cost	Equipment/ materials	Hurricane Harvey Relief
Loving Care Learning Ctr 2822 Toyah Avenue Houston, TX 77039	76-0490904		0	6,493	Cost	Equipment/ materials	Hurricane Harvey Relief

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Luv-N-Care The Learning Ctr 4451 Boat Club Rd Fort Worth, TX 76315			0	12,453	Cost	Equipment/ materials	Hurricane Harvey Relief
Montessori Learning Institute 5701 Beechnut St Houston, TX 77074			0	15,456	Cost	Equipment/ materials	Hurricane Harvey Relief

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Montessori Learning Institute 5701 Beechnut St Houston, TX 77074			0	6,966	Cost	Equipment/ materials	Hurricane Harvey Relief
Ms Visas 3D Discovery Kids 11590 Hughes Rd Ste A Houston, TX 77089			0	5,108	Cost	Equipment/ materials	Hurricane Harvey Relief

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Mt Olive Early Childhood Edu 10310 Scarsdale Blvd Houston, TX 77089			0	8,498	Cost	Equipment/ materials	Hurricane Harvey Relief
NASA Kids Academy 17321 El Camino Real Houston, TX 77058			0	7,495	Cost	Equipment/ materials	Hurricane Harvey Relief

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Nu Generation of Kids Lrng 439 Brushy Glen Dr Houston, TX 77073	45-2578679		0	7,961	Cost	Equipment/ materials	Hurricane Harvey Relief
Oxford Academy 12602 Hillcroft St Houston, TX 77035			0	24,058	Cost	Equipment/ materials	Hurricane Harvey Relief

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Pearland Private Preschool 6516 Broadway St Pearland, TX 77581			0	10,450	Cost	Equipment/ materials	Hurricane Harvey Relief
Peter Hyland CCC 1906 Decker Drive Baytown, TX 77520	74-6000251	501(c)(3)	17,476	0			UWBB Salary Incentive

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Pilgrim Day Care Ctr 3115 Blodgett St Houston, TX 77004			0	13,097	Cost	Equipment/ materials	Hurricane Harvey Relief
Precious Stones Academy 7518 E Mount Houston Rd Houston, TX 77050	46-3383748		0	7,660	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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Prejean 1st Christian Academy 600 E Little York Rd Houston, TX 77076			0	10,990	Cost	Equipment/ materials	Hurricane Harvey Relief
R & R Learning Ctr 5341 Easthampton Dr Houston, TX 77039			0	7,285	Cost	Equipment/ materials	Hurricane Harvey Relief

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Raising Stars Academy 10825 30th Ave N Texas City, TX 77591			0	5,643	Cost	Equipment/ materials	Hurricane Harvey Relief
Reaching High Learning Ctr 4302 Delhi St Houston, TX 77022			0	10,989	Cost	Equipment/ materials	Hurricane Harvey Relief

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Reces House of Angels 652 6th St Sealy, TX 74474			0	10,203	Cost	Equipment/ materials	Hurricane Harvey Relief
Repair The Breach Early Lrng 103 E Crockett St Cleveland, TX 77327			0	9,999	Cost	Equipment/ materials	Hurricane Harvey Relief

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Right Steps Childcare & Acad 17190 Beaver Springs Dr Houston, TX 77090			0	5,493	Cost	Equipment/ materials	Hurricane Harvey Relief
Robindell Private School 6610 Alder Dr Houston, TX 77081			0	5,604	Cost	Equipment/ materials	Hurricane Harvey Relief

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Rose Accelerated Lrng Acad 3618 Stassen St 1544 Houston, TX 77051			0	5,119	Cost	Equipment/ materials	Hurricane Harvey Relief
Shirley White Child Dev 22711 Community Dr New Caney, TX 77357			0	12,000	Cost	Equipment/ materials	Hurricane Harvey Relief

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Smile and Learn Klubhouse 1023 Holly St La Marque, TX 77568			0	30,939	Cost	Equipment/ materials	Hurricane Harvey Relief
Something Special Children 9602 Fulton Houston, TX 77076	47-4383178		0	10,000	Cost	Equipment/ materials	Hurricane Harvey Relief

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St Jerome Childhood Ctr 8825 Kempwood Dr Houston, TX 77080			0	7,997	Cost	Equipment/ materials	Hurricane Harvey Relief
Star of Hope 3801 Ardmore Houston, TX 77054	74-1152599	501(c)(3)	9,847	0			UWBB Salary Incentive

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StarKids Academy 4310 Bailey Road Pearland, TX 77584			0	5,499	Cost	Equipment/ materials	Hurricane Harvey Relief
Start Smart Academy 525 Texas Ave La Marque, TX 77568			0	7,406	Cost	Equipment/ materials	Hurricane Harvey Relief

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Stream of Life Christian Acad 720 Cedar Bayou Road Baytown, TX 77520			0	7,992	Cost	Equipment/ materials	Hurricane Harvey Relief
Successful Starter Lrng Acad 10635 HomeStead Rd Houston, TX 77016			0	21,997	Cost	Equipment/ materials	Hurricane Harvey Relief

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Tarkington Learning Ctr 2520 FM 163 Cleveland, TX 77327			0	6,999	Cost	Equipment/ materials	Hurricane Harvey Relief
The Bridge - Destiny Village 701 Fairmont Pkwy Pasadena, TX 77504	74-1989590	501(c)(3)	9,849	0			UWBB Salary Incentive

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The Castle Childcare Ctr 1012 TX-3 La Marque, TX 77568			0	5,999	Cost	Equipment/ materials	Hurricane Harvey Relief
The Kensington School 6410 Sansbury Blvd Richmond, TX 77469			0	5,500	Cost	Equipment/ materials	Hurricane Harvey Relief

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Tinytoes Academy 1743 Trammel-Fresno Rd Fresno, TX 77545			0	12,498	Cost	Equipment/ materials	Hurricane Harvey Relief
True Blessings Lrng Acad 5651 Sheraton Oaks Dr Houston, TX 77091			0	16,482	Cost	Equipment/ materials	Hurricane Harvey Relief

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Twinkle Wonder School 5442 Richmond Ave Houston, TX 77056			0	9,993	Cost	Equipment/ materials	Hurricane Harvey Relief
Upbring Head Start 3008 Le Tulle Ave Bay City, TX 77414			0	5,496	Cost	Equipment/ materials	Hurricane Harvey Relief

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Vision Kids Early Lrng Acad 7213 W Fuqua St Missouri City, TX 77489			0	24,483	Cost	Equipment/ materials	Hurricane Harvey Relief
Warm Beginnings and More 11002 Eagle Dr Mont Belvieu, TX 77523			0	5,912	Cost	Equipment/ materials	Hurricane Harvey Relief

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Westwood Montessori School 1822 Sherwood Forest St Houston, TX 77043			0	12,983	Cost	Equipment/ materials	Hurricane Harvey Relief
Whiz Childrens Academy 9561 FM 1960 W Houston, TX 77070			0	5,994	Cost	Equipment/ materials	Hurricane Harvey Relief

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Young & Gifted Learning Ctr 10300 Bammel N Houston Rd Houston, TX 77086			0	6,126	Cost	Equipment/ materials	Hurricane Harvey Relief
Zion Lutheran School 6101 FM1105 Georgetown, TX 78626			0	6,791	Cost	Equipment/ materials	Hurricane Harvey Relief

Schedule J
(Form 990)

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.**

2019

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 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 idemnification 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 on 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 on 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?	4c	No
If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.		
Only 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.		
5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:		
a The organization?	5a	No
b Any related organization?	5b	No
If "Yes," on line 5a or 5b, describe in Part III.		
6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:		
a The organization?	6a	No
b Any related organization?	6b	No
If "Yes," on line 6a or 6b, describe in Part III.		
7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described in lines 5 and 6? If "Yes," describe in Part III.	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	

Part III **Supplemental Information**

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

Return Reference	Explanation
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SCHEDULE O
(Form 990 or 990-EZ)**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

2019**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 2: Description of Business or Family Relationship of Officers, Directors, Et	Laura Sayavedra and Diana Sayavedra have a familial relationship.

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.