

For calendar year 2019, or fiscal year beginning 7/01, 2019, and ending 6/30, 20 20

**2019**

Department of the Treasury  
Internal Revenue Service

▶ **Do not send to the IRS. Keep for your records.**  
▶ **Go to [www.irs.gov/Form8879EO](http://www.irs.gov/Form8879EO) for the latest information.**

Name of exempt organization

**Kalamazoo County Ready 4s**

Employer identification number

**27-3342489**

Name and title of officer

**Scott MacCallum  
Treasurer**

**Part I Type of Return and Return Information (Whole Dollars Only)**

Check the box for the return for which you are using this Form 8879-EO and enter the applicable amount, if any, from the return. If you check the box on line 1a, 2a, 3a, 4a, or 5a, below, and the amount on that line for the return being filed with this form was blank, then leave line 1b, 2b, 3b, 4b, or 5b, whichever is applicable, blank (do not enter -0-). But, if you entered -0- on the return, then enter -0- on the applicable line below. Do not complete more than one line in Part I.

|    |                          |                                       |   |  |    |                  |
|----|--------------------------|---------------------------------------|---|--|----|------------------|
| 1a | Form 990 check here      | ▶ <input checked="" type="checkbox"/> | b | Total revenue, if any (Form 990, Part VIII, column (A), line 12) | 1b | <u>1,115,870</u> |
| 2a | Form 990-EZ check here   | ▶ <input type="checkbox"/>            | b | Total revenue, if any (Form 990-EZ, line 9)                      | 2b |                  |
| 3a | Form 1120-POL check here | ▶ <input type="checkbox"/>            | b | Total tax (Form 1120-POL, line 22)                               | 3b |                  |
| 4a | Form 990-PF check here   | ▶ <input type="checkbox"/>            | b | Tax based on investment income (Form 990-PF, Part VI, line 5)    | 4b |                  |
| 5a | Form 8868 check here     | ▶ <input type="checkbox"/>            | b | Balance Due (Form 8868, line 3c)                                 | 5b |                  |

**Part II Declaration and Signature Authorization of Officer**

Under penalties of perjury, I declare that I am an officer of the above organization and that I have examined a copy of the organization's 2019 electronic return and accompanying schedules and statements and to the best of my knowledge and belief, they are true, correct, and complete. I further declare that the amount in Part I above is the amount shown on the copy of the organization's electronic return. I consent to allow my intermediate service provider, transmitter, or electronic return originator (ERO) to send the organization's return to the IRS and to receive from the IRS (a) an acknowledgement of receipt or reason for rejection of the transmission, (b) the reason for any delay in processing the return or refund, and (c) the date of any refund. If applicable, I authorize the U.S. Treasury and its designated Financial Agent to initiate an electronic funds withdrawal (direct debit) entry to the financial institution account indicated in the tax preparation software for payment of the organization's federal taxes owed on this return, and the financial institution to debit the entry to this account. To revoke a payment, I must contact the U.S. Treasury Financial Agent at 1-888-353-4537 no later than 2 business days prior to the payment (settlement) date. I also authorize the financial institutions involved in the processing of the electronic payment of taxes to receive confidential information necessary to answer inquiries and resolve issues related to the payment. I have selected a personal identification number (PIN) as my signature for the organization's electronic return and, if applicable, the organization's consent to electronic funds withdrawal.

Officer's PIN: check one box only

I authorize Cole Gavlas, P.C. to enter my PIN 49024 as my signature  
ERO firm name Enter five numbers, but do not enter all zeros

on the organization's tax year 2019 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I also authorize the aforementioned ERO to enter my PIN on the return's disclosure consent screen.

As an officer of the organization, I will enter my PIN as my signature on the organization's tax year 2019 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I will enter my PIN on the return's disclosure consent screen.

Officer's signature

*Kevin Berto*, Executive Director Date 10/15/20

**Part III Certification and Authentication**

ERO's EFIN/PIN. Enter your six-digit electronic filing identification number (EFIN) followed by your five-digit self-selected PIN.

**38469849024**

Do not enter all zeros

I certify that the above numeric entry is my PIN, which is my signature on the 2019 electronically filed return for the organization indicated above. I confirm that I am submitting this return in accordance with the requirements of Pub. 4163, Modernized e-File (MeF) Information for Authorized IRS e-file Providers for Business Returns.

ERO's signature

*Scott MacCallum* Date 10/15/20

**ERO Must Retain This Form — See Instructions**

**Do Not Submit This Form to the IRS Unless Requested To Do So**

For Paperwork Reduction Act Notice, see back of form.

# Federal Diagnostics

## Critical Messages

None

## Electronic Filing

None

## Informational Messages

- Force field entered with data "1,125" on Screen Exp-2
- Historical Report (990 Return) does not display 2020 column if Tax Projection has not been selected.
- Historical Report (990-T Return) does not display 2020 column if Tax Projection has not been selected.
- Exclude Schedule B from income option marked in Contributor Information window (View > Contributor/Officer > Contributor Information)
- Contributor Gerard & Margery Thomas Fund is not reported on Schedule B because the first special rule is calculated and total contributions are less than 2% of the amount on Form 990, Part VIII, line 1h or Form 990-EZ, line 1
- Contributor Dorothy U. Dalton Foundation is not reported on Schedule B because the first special rule is calculated and total contributions are less than 2% of the amount on Form 990, Part VIII, line 1h or Form 990-EZ, line 1
- Contributor Molitor Foundation is not reported on Schedule B because the first special rule is calculated and total contributions are less than 2% of the amount on Form 990, Part VIII, line 1h or Form 990-EZ, line 1
- Contributor Kalsec Inc. is not reported on Schedule B because the first special rule is calculated and total contributions are less than 2% of the amount on Form 990, Part VIII, line 1h or Form 990-EZ, line 1
- Contributor National Financial Services, LLC is not reported on Schedule B because the first special rule is calculated and total contributions are less than 2% of the amount on Form 990, Part VIII, line 1h or Form 990-EZ, line 1
- Contributor Parish Foundation is not reported on Schedule B because the first special rule is calculated and total contributions are less than 2% of the amount on Form 990, Part VIII, line 1h or Form 990-EZ, line 1
- Contributor Zoetis is not reported on Schedule B because the first special rule is calculated and total contributions are less than 2% of the amount on Form 990, Part VIII, line 1h or Form 990-EZ, line 1
- Contributor Greenleaf Trust is not reported on Schedule B because the first special rule is calculated and total contributions are less than 2% of the amount on Form 990, Part VIII, line 1h or Form 990-EZ, line 1
- Electronic filing for the main return is indicated; Form 990-T must be paper filed
- Form 990, Part X, line 27 end of year net assets without donor restrictions is calculated
- Preparer 'Jason Martin'

## Missing Data

Prior Year Data

### Functional Expenses

- |  |       |
|--|-------|
| <input type="checkbox"/> F/R conferences, meetings | 2,430 |
| <input type="checkbox"/> F/R other fees            | 360   |

**CONFIDENTIAL**

Kalamazoo County Ready 4s  
259 E MICHIGAN AVE, SUITE 409  
KALAMAZOO, MI 49007

Dear Kristyn:

We have prepared the enclosed returns from information provided by you without verification or audit. We suggest that you examine these returns carefully to fully acquaint yourself with all items contained therein to ensure that there are no omissions or misstatements. Attached are instructions for signing and filing each return. Please follow those instructions carefully.

Enclosed is any material you furnished for use in preparing the returns. If the returns are examined, requests may be made for supporting documentation. Therefore, we recommend that you retain all pertinent records for at least seven years.

In order that we may properly advise you of tax considerations, please keep us informed of any significant changes in your financial affairs or of any correspondence received from taxing authorities.

If you have any questions, or if we can be of assistance in any way, please call.

Sincerely,  
Cole Gavlas, P.C.

Jason Martin

**Cole Gavlas, P.C.  
2401 W Centre Ave  
Portage, MI 49024  
269-329-6600**

**Filing Instructions**

**Kalamazoo County Ready 4s**

**Exempt Organization Tax Return**

**Taxable Year Ended June 30, 2020**

**Date Due:** November 16, 2020

**Remittance:** None is required. Your Form 990 for the tax year ended 6/30/20 shows no balance due.

**Signature:** You are using a Personal Identification Number (PIN) for signing your return electronically. Form 8879-EO, IRS *e-file* Signature Authorization for an Exempt Organization should be signed and dated by an authorized officer of the organization and returned to:

Cole Gavlas, P.C.  
2401 W Centre Ave  
Portage, MI 49024

***Important:* Your return will not be filed with the IRS until the signed Form 8879-EO has been received by this office.**

**Other:** Your return is being filed electronically with the IRS and is not required to be mailed. If you Mail a paper copy of your return to the IRS it will delay the processing of your return.

Form **8879-EO**

**IRS e-file Signature Authorization for an Exempt Organization**

OMB No. 1545-1878

For calendar year 2019, or fiscal year beginning 7/01, 2019, and ending 6/30, 2020

**u Do not send to the IRS. Keep for your records.**  
**u Go to [www.irs.gov/Form8879EO](http://www.irs.gov/Form8879EO) for the latest information.**

**2019**

Department of the Treasury  
Internal Revenue Service

Name of exempt organization

Employer identification number

**Kalamazoo County Ready 4s**

**27-3342489**

Name and title of officer

**Scott MacCallum  
Treasurer**

**Part I Type of Return and Return Information (Whole Dollars Only)**

Check the box for the return for which you are using this Form 8879-EO and enter the applicable amount, if any, from the return. If you check the box on line **1a**, **2a**, **3a**, **4a**, or **5a**, below, and the amount on that line for the return being filed with this form was blank, then leave line **1b**, **2b**, **3b**, **4b**, or **5b**, whichever is applicable, blank (do not enter -0-). But, if you entered -0- on the return, then enter -0- on the applicable line below. **Do not** complete more than one line in Part I.

|                                    |                                     |  |           |                  |
|------------------------------------|-------------------------------------|--|-----------|------------------|
| <b>1a</b> Form 990 check here      | <input checked="" type="checkbox"/> | <b>b Total revenue</b> , if any (Form 990, Part VIII, column (A), line 12) | <b>1b</b> | <b>1,115,870</b> |
| <b>2a</b> Form 990-EZ check here   | <input type="checkbox"/>            | <b>b Total revenue</b> , if any (Form 990-EZ, line 9)                      | <b>2b</b> |                  |
| <b>3a</b> Form 1120-POL check here | <input type="checkbox"/>            | <b>b Total tax</b> (Form 1120-POL, line 22)                                | <b>3b</b> |                  |
| <b>4a</b> Form 990-PF check here   | <input type="checkbox"/>            | <b>b Tax based on investment income</b> (Form 990-PF, Part VI, line 5)     | <b>4b</b> |                  |
| <b>5a</b> Form 8868 check here     | <input type="checkbox"/>            | <b>b Balance Due</b> (Form 8868, line 3c)                                  | <b>5b</b> |                  |

**Part II Declaration and Signature Authorization of Officer**

Under penalties of perjury, I declare that I am an officer of the above organization and that I have examined a copy of the organization's 2019 electronic return and accompanying schedules and statements and to the best of my knowledge and belief, they are true, correct, and complete. I further declare that the amount in Part I above is the amount shown on the copy of the organization's electronic return. I consent to allow my intermediate service provider, transmitter, or electronic return originator (ERO) to send the organization's return to the IRS and to receive from the IRS (a) an acknowledgement of receipt or reason for rejection of the transmission, (b) the reason for any delay in processing the return or refund, and (c) the date of any refund. If applicable, I authorize the U.S. Treasury and its designated Financial Agent to initiate an electronic funds withdrawal (direct debit) entry to the financial institution account indicated in the tax preparation software for payment of the organization's federal taxes owed on this return, and the financial institution to debit the entry to this account. To revoke a payment, I must contact the U.S. Treasury Financial Agent at 1-888-353-4537 no later than 2 business days prior to the payment (settlement) date. I also authorize the financial institutions involved in the processing of the electronic payment of taxes to receive confidential information necessary to answer inquiries and resolve issues related to the payment. I have selected a personal identification number (PIN) as my signature for the organization's electronic return and, if applicable, the organization's consent to electronic funds withdrawal.

**Officer's PIN: check one box only**

I authorize **Cole Gavlas, P.C.** to enter my PIN **49024** as my signature  
ERO firm name Enter five numbers, but do not enter all zeros

on the organization's tax year 2019 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I also authorize the aforementioned ERO to enter my PIN on the return's disclosure consent screen.

As an officer of the organization, I will enter my PIN as my signature on the organization's tax year 2019 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I will enter my PIN on the return's disclosure consent screen.

Officer's signature }

Date } **10/15/20**

**Part III Certification and Authentication**

**ERO's EFIN/PIN.** Enter your six-digit electronic filing identification number (EFIN) followed by your five-digit self-selected PIN.

**38469849024**  
Do not enter all zeros

I certify that the above numeric entry is my PIN, which is my signature on the 2019 electronically filed return for the organization indicated above. I confirm that I am submitting this return in accordance with the requirements of **Pub. 4163**, Modernized e-File (MeF) Information for Authorized IRS e-file Providers for Business Returns.

ERO's signature }

Date } **10/15/20**

**ERO Must Retain This Form — See Instructions**  
**Do Not Submit This Form to the IRS Unless Requested To Do So**

For Paperwork Reduction Act Notice, see back of form.

Form **8879-EO** (2019)

**Return of Organization Exempt From Income Tax**  
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

OMB No. 1545-0047

**2019**  
Open to Public Inspection

**Do not enter social security numbers on this form as it may be made public.**  
**Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.**

**A For the 2019 calendar year, or tax year beginning 07/01/19, and ending 06/30/20**

|  |  |   |  |
|--|--|---|--|
| <b>B</b> Check if applicable:<br><input type="checkbox"/> Address change<br><input type="checkbox"/> Name change<br><input type="checkbox"/> Initial return<br><input type="checkbox"/> Final return/terminated<br><input type="checkbox"/> Amended return<br><input type="checkbox"/> Application pending | <b>C</b> Name of organization<br><b>Kalamazoo County Ready 4s</b>          |   | <b>D</b> Employer identification number<br><b>27-3342489</b> |
|  | Doing business as  |   | <b>E</b> Telephone number<br><b>269-366-9140</b>             |
|  | Number and street (or P.O. box if mail is not delivered to street address) | Room/suite                                  |  |
|  | <b>259 E MICHIGAN AVE, SUITE 409</b>                                       |   |  |
| City or town, state or province, country, and ZIP or foreign postal code<br><b>KALAMAZOO MI 49007</b>  |  | <b>G</b> Gross receipts \$ <b>1,115,870</b> |  |

|   |   |
|---|---|
| <b>F</b> Name and address of principal officer:<br><b>Scott MacCallum</b><br><b>259 E Michigan Ave Suite 409</b><br><b>Kalamazoo MI 49007</b> | <b>H(a)</b> Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No<br><b>H(b)</b> Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No<br>If "No," attach a list. (see instructions) |
|---|---|

|  |  |   |
|--|--|---|
| <b>I</b> Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) ( ) t (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527 | <b>J</b> Website: <b>www.kcready4s.org</b> | <b>H(c)</b> Group exemption number <b>u</b> |
| <b>K</b> Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other <b>u</b>       | <b>L</b> Year of formation: <b>2011</b>    | <b>M</b> State of legal domicile: <b>MI</b> |

**Part I Summary**

|   |  |                           |                  |
|---|--|---------------------------|------------------|
| <b>Activities &amp; Governance</b>                                      | <b>1</b> Briefly describe the organization's mission or most significant activities:<br><b>See Schedule O</b>                                    |                           |                  |
|   | <b>2</b> Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets. |                           |                  |
|   | <b>3</b> Number of voting members of the governing body (Part VI, line 1a)   | <b>3</b>                  | <b>15</b>        |
|   | <b>4</b> Number of independent voting members of the governing body (Part VI, line 1b)   | <b>4</b>                  | <b>15</b>        |
|   | <b>5</b> Total number of individuals employed in calendar year 2019 (Part V, line 2a)  | <b>5</b>                  | <b>24</b>        |
|   | <b>6</b> Total number of volunteers (estimate if necessary)  | <b>6</b>                  | <b>70</b>        |
|   | <b>7a</b> Total unrelated business revenue from Part VIII, column (C), line 12   | <b>7a</b>                 | <b>0</b>         |
| <b>b</b> Net unrelated business taxable income from Form 990-T, line 39 | <b>7b</b>  | <b>0</b>                  |                  |
| <b>Revenue</b>  | <b>8</b> Contributions and grants (Part VIII, line 1h)   | Prior Year                | Current Year     |
|   | <b>9</b> Program service revenue (Part VIII, line 2g)  | <b>823,669</b>            | <b>1,097,402</b> |
|   | <b>10</b> Investment income (Part VIII, column (A), lines 3, 4, and 7d)  |                           | <b>0</b>         |
|   | <b>11</b> Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)   | <b>11,991</b>             | <b>16,278</b>    |
|   | <b>12</b> Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)   | <b>13,030</b>             | <b>2,190</b>     |
| <b>Expenses</b>   | <b>13</b> Grants and similar amounts paid (Part IX, column (A), lines 1-3)   | <b>774,303</b>            | <b>1,010,627</b> |
|   | <b>14</b> Benefits paid to or for members (Part IX, column (A), line 4)  |                           | <b>0</b>         |
|   | <b>15</b> Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)  | <b>440,108</b>            | <b>477,807</b>   |
|   | <b>16a</b> Professional fundraising fees (Part IX, column (A), line 11e)   |                           | <b>0</b>         |
|   | <b>b</b> Total fundraising expenses (Part IX, column (D), line 25) <b>u</b> <b>61,203</b>  |                           |                  |
|   | <b>17</b> Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)   | <b>130,448</b>            | <b>179,125</b>   |
|   | <b>18</b> Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)  | <b>1,344,859</b>          | <b>1,667,559</b> |
| <b>19</b> Revenue less expenses. Subtract line 18 from line 12          | <b>-496,169</b>  | <b>-551,689</b>           |                  |
| <b>Net Assets or Fund Balances</b>                                      | <b>20</b> Total assets (Part X, line 16)   | Beginning of Current Year | End of Year      |
|   | <b>21</b> Total liabilities (Part X, line 26)  | <b>3,518,274</b>          | <b>3,053,036</b> |
|   | <b>22</b> Net assets or fund balances. Subtract line 21 from line 20   | <b>7,861</b>              | <b>92,937</b>    |
|   |  | <b>3,510,413</b>          | <b>2,960,099</b> |

**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.

|                  |  |                  |
|------------------|--|------------------|
| <b>Sign Here</b> | Signature of officer                                   | Date             |
|                  | <b>Scott MacCallum</b><br>Type or print name and title | <b>Treasurer</b> |

|   |  |                                |                 |   |                  |
|---|--|--------------------------------|-----------------|---|------------------|
| <b>Paid Preparer Use Only</b>             | Print/Type preparer's name             | Preparer's signature           | Date            | Check <input type="checkbox"/> if self-employed | PTIN             |
|   | <b>Jason Martin</b>                    | <i>Jason Martin</i>            | <b>10-15-20</b> |   | <b>P00436816</b> |
|   | Firm's name } <b>Cole Gavlas, P.C.</b> | Firm's EIN } <b>38-3144204</b> |                 |   |                  |
| Firm's address } <b>2401 W Centre Ave</b> |  | Phone no. <b>269-329-6600</b>  |                 |   |                  |
| Firm's address } <b>Portage, MI 49024</b> |  |                                |                 |   |                  |

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:

**See Schedule O**

**2** Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?

Yes  No

If "Yes," describe these new services on Schedule O.

**3** Did the organization cease conducting, or make significant changes in how it conducts, any program services?

Yes  No

If "Yes," describe these changes on Schedule O.

**4** Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

**4a** (Code: ) (Expenses \$ **1,419,054** including grants of \$ **1,010,627** ) (Revenue \$ )

**To support high-quality learning environments, KC Ready 4s accomplished the following during the 2019-20 school year: provided tuition assistance for 299 4-year-olds and 39 3-year-olds who were enrolled in a program that was rated at 4 or 5 stars under Michigan's Great Start to Quality improvement system (32 programs); conducted a kindergarten readiness research study (cohort of 508 children) to determine the impact of high-quality pre-K in preparing children for kindergarten; provided 3,126 hours of training and classroom support; offered 105 Professional Development sessions; provided 53 children with speech/language support; provided behavior support for 17 children; and connected with 552 family members who attended orientation meetings and workshops or participated in home visits.**

**4b** (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )

**N/A**

**4c** (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )

**N/A**

**4d** Other program services (Describe on Schedule O.)

(Expenses \$ including grants of \$ ) (Revenue \$ )

**4e** Total program service expenses **u 1,419,054**

**Part IV Checklist of Required Schedules**

|     |   | Yes | No |
|-----|---|-----|----|
| 1   | Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A   | X   |    |
| 2   | Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)?   | X   |    |
| 3   | Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I  |     | X  |
| 4   | <b>Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II   |     | X  |
| 5   | Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III   |     | X  |
| 6   | Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I  |     | X  |
| 7   | Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II  |     | X  |
| 8   | Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III   |     | X  |
| 9   | Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV            |     | X  |
| 10  | Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi endowments? If "Yes," complete Schedule D, Part V  | X   |    |
| 11  | If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.   |     |    |
| a   | Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI   | X   |    |
| b   | Did the organization report an amount for investments—other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII  |     | X  |
| c   | Did the organization report an amount for investments—program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII  |     | X  |
| d   | Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX   |     | X  |
| e   | Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X   |     | X  |
| f   | Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X  | X   |    |
| 12a | Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII  | X   |    |
| b   | Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional   |     | X  |
| 13  | Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E   |     | X  |
| 14a | Did the organization maintain an office, employees, or agents outside of the United States?   |     | X  |
| b   | Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV |     | X  |
| 15  | Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV  |     | X  |
| 16  | Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV  |     | X  |
| 17  | Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I (see instructions)   |     | X  |
| 18  | Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II  |     | X  |
| 19  | Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III  |     | X  |
| 20a | Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H   |     | X  |
| b   | If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?  |     |    |
| 21  | Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II   |     | X  |



**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>  | X   |    |
| 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>   |     | X  |
| 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>   |     | X  |
| b   | Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?   |     |    |
| c   | Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?  |     |    |
| d   | Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?   |     |    |
| 25a | <b>Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.</b> 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>  |     | X  |
| 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>  |     | X  |
| 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>   |     | X  |
| 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> |     | X  |
| 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>   |     | X  |
| b   | A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>  |     | X  |
| 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>  |     | X  |
| 29  | Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>   |     | X  |
| 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>   |     | X  |
| 31  | Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>   |     | X  |
| 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>   |     | X  |
| 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>   |     | X  |
| 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>   |     | X  |
| 35a | Did the organization have a controlled entity within the meaning of section 512(b)(13)?   |     | X  |
| b   | If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>  |     |    |
| 36  | <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>  |     | X  |
| 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>  |     | X  |
| 38  | Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? <b>Note:</b> All Form 990 filers are required to complete Schedule O.  | X   |    |

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

|    |    |
|----|----|
| 1a | 12 |
| 1b | 0  |

**Part V Statements Regarding Other IRS Filings and Tax Compliance** (continued)

|            |  | Yes        | No        |
|------------|--|------------|-----------|
| <b>2a</b>  | Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return  | <b>2a</b>  | <b>24</b> |
| <b>b</b>   | If at least one is reported on line 2a, did the organization file all required federal employment tax returns?<br><b>Note:</b> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)         | <b>2b</b>  | <b>X</b>  |
| <b>3a</b>  | Did the organization have unrelated business gross income of \$1,000 or more during the year?  | <b>3a</b>  | <b>X</b>  |
| <b>b</b>   | If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O  | <b>3b</b>  |           |
| <b>4a</b>  | At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)? | <b>4a</b>  | <b>X</b>  |
| <b>b</b>   | If "Yes," enter the name of the foreign country <b>u</b><br>See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).  |            |           |
| <b>5a</b>  | Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?  | <b>5a</b>  | <b>X</b>  |
| <b>b</b>   | Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?   | <b>5b</b>  | <b>X</b>  |
| <b>c</b>   | If "Yes" to line 5a or 5b, did the organization file Form 8886-T?  | <b>5c</b>  |           |
| <b>6a</b>  | Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?                                    | <b>6a</b>  | <b>X</b>  |
| <b>b</b>   | If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?  | <b>6b</b>  |           |
| <b>7</b>   | <b>Organizations that may receive deductible contributions under section 170(c).</b>   |            |           |
| <b>a</b>   | Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?  | <b>7a</b>  |           |
| <b>b</b>   | If "Yes," did the organization notify the donor of the value of the goods or services provided?  | <b>7b</b>  |           |
| <b>c</b>   | Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?   | <b>7c</b>  |           |
| <b>d</b>   | If "Yes," indicate the number of Forms 8282 filed during the year  | <b>7d</b>  |           |
| <b>e</b>   | Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?  | <b>7e</b>  |           |
| <b>f</b>   | Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?   | <b>7f</b>  |           |
| <b>g</b>   | If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?   | <b>7g</b>  |           |
| <b>h</b>   | If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?   | <b>7h</b>  |           |
| <b>8</b>   | <b>Sponsoring organizations maintaining donor advised funds.</b> Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?   | <b>8</b>   |           |
| <b>9</b>   | <b>Sponsoring organizations maintaining donor advised funds.</b>   |            |           |
| <b>a</b>   | Did the sponsoring organization make any taxable distributions under section 4966?   | <b>9a</b>  |           |
| <b>b</b>   | Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?  | <b>9b</b>  |           |
| <b>10</b>  | <b>Section 501(c)(7) organizations.</b> Enter:   |            |           |
| <b>a</b>   | Initiation fees and capital contributions included on Part VIII, line 12   | <b>10a</b> |           |
| <b>b</b>   | Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities  | <b>10b</b> |           |
| <b>11</b>  | <b>Section 501(c)(12) organizations.</b> Enter:  |            |           |
| <b>a</b>   | Gross income from members or shareholders  | <b>11a</b> |           |
| <b>b</b>   | Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.)   | <b>11b</b> |           |
| <b>12a</b> | <b>Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?  | <b>12a</b> |           |
| <b>b</b>   | If "Yes," enter the amount of tax-exempt interest received or accrued during the year  | <b>12b</b> |           |
| <b>13</b>  | <b>Section 501(c)(29) qualified nonprofit health insurance issuers.</b>  |            |           |
| <b>a</b>   | Is the organization licensed to issue qualified health plans in more than one state?<br><b>Note:</b> See the instructions for additional information the organization must report on Schedule O.   | <b>13a</b> |           |
| <b>b</b>   | Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans  | <b>13b</b> |           |
| <b>c</b>   | Enter the amount of reserves on hand   | <b>13c</b> |           |
| <b>14a</b> | Did the organization receive any payments for indoor tanning services during the tax year?   | <b>14a</b> | <b>X</b>  |
| <b>b</b>   | If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O  | <b>14b</b> |           |
| <b>15</b>  | Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year?<br>If "Yes," see instructions and file Form 4720, Schedule N.                   | <b>15</b>  | <b>X</b>  |
| <b>16</b>  | Is the organization an educational institution subject to the section 4968 excise tax on net investment income?<br>If "Yes," complete Form 4720, Schedule O.   | <b>16</b>  | <b>X</b>  |

**Part VI Governance, Management, and Disclosure** For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions. Check if Schedule O contains a response or note to any line in this Part VI

**Section A. Governing Body and Management**

|           |  | Yes      | No       |
|-----------|--|----------|----------|
| <b>1a</b> | Enter the number of voting members of the governing body at the end of the tax year<br>If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O. |          |          |
| <b>1b</b> | Enter the number of voting members included on line 1a, above, who are independent   |          |          |
| <b>2</b>  | Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?  |          | <b>X</b> |
| <b>3</b>  | Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?  |          | <b>X</b> |
| <b>4</b>  | Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?   |          | <b>X</b> |
| <b>5</b>  | Did the organization become aware during the year of a significant diversion of the organization's assets?   |          | <b>X</b> |
| <b>6</b>  | Did the organization have members or stockholders?   |          | <b>X</b> |
| <b>7a</b> | Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?   |          | <b>X</b> |
| <b>7b</b> | Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?  |          | <b>X</b> |
| <b>8</b>  | Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:  |          |          |
| <b>8a</b> | a The governing body?  | <b>X</b> |          |
| <b>8b</b> | b Each committee with authority to act on behalf of the governing body?  | <b>X</b> |          |
| <b>9</b>  | Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O   |          | <b>X</b> |

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

|            |  | Yes      | No       |
|------------|--|----------|----------|
| <b>10a</b> | Did the organization have local chapters, branches, or affiliates?   |          | <b>X</b> |
| <b>10b</b> | b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?   |          |          |
| <b>11a</b> | Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?  | <b>X</b> |          |
| <b>11b</b> | b Describe in Schedule O the process, if any, used by the organization to review this Form 990.  |          |          |
| <b>12a</b> | Did the organization have a written conflict of interest policy? If "No," go to line 13  | <b>X</b> |          |
| <b>12b</b> | b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?  | <b>X</b> |          |
| <b>12c</b> | c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done   | <b>X</b> |          |
| <b>13</b>  | Did the organization have a written whistleblower policy?  | <b>X</b> |          |
| <b>14</b>  | Did the organization have a written document retention and destruction policy?   | <b>X</b> |          |
| <b>15</b>  | Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?   |          |          |
| <b>15a</b> | a The organization's CEO, Executive Director, or top management official   | <b>X</b> |          |
| <b>15b</b> | b Other officers or key employees of the organization<br>If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).   |          | <b>X</b> |
| <b>16a</b> | Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?  |          | <b>X</b> |
| <b>16b</b> | b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? |          |          |

**Section C. Disclosure**

- 17** List the states with which a copy of this Form 990 is required to be filed **u MI**
- 18** Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.  
 Own website  Another's website  Upon request  Other (explain on Schedule O)
- 19** Describe on 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 **u**

**Kristyn Buhl-Lepisto**  
**Kalamazoo**

**259 E Michigan Ave, Suite 409**  
**MI 49007**

**269-366-9140**

**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, and 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)<br>Name and title               | (B)<br>Average hours per week per week (list any hours for related organizations below dotted line) | (C)<br>Position (do not check more than one box, unless person is both an officer and a director/trustee) |                       |         |              |                              |        | (D)<br>Reportable compensation from the organization (W-2/1099-MISC) | (E)<br>Reportable compensation from related organizations (W-2/1099-MISC) | (F)<br>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) <b>Lynne Cowart</b>             | 1.00  |   |                       |         |              |                              |        |  |   |   |
| .....<br>President                  | 0.00  | X   |                       | X       |              |                              | 0      | 0  | 0   |   |
| (2) <b>Namita Sharma</b>            | 1.00  |   |                       |         |              |                              |        |  |   |   |
| .....<br>Vice-President             | 0.00  | X   |                       | X       |              |                              | 0      | 0  | 0   |   |
| (3) <b>Scott MacCallum</b>          | 1.00  |   |                       |         |              |                              |        |  |   |   |
| .....<br>Treasurer                  | 0.00  | X   |                       | X       |              |                              | 0      | 0  | 0   |   |
| (4) <b>Tim Bartik</b>               | 1.00  |   |                       |         |              |                              |        |  |   |   |
| .....<br>Secretary                  | 0.00  | X   |                       | X       |              |                              | 0      | 0  | 0   |   |
| (5) <b>Regena Nelson</b>            | 1.00  |   |                       |         |              |                              |        |  |   |   |
| .....<br>Director                   | 0.00  | X   |                       |         |              |                              | 0      | 0  | 0   |   |
| (6) <b>Denise Crawford</b>          | 1.00  |   |                       |         |              |                              |        |  |   |   |
| .....<br>Director                   | 0.00  | X   |                       |         |              |                              | 0      | 0  | 0   |   |
| (7) <b>Joanna Dales</b>             | 1.00  |   |                       |         |              |                              |        |  |   |   |
| .....<br>Director                   | 0.00  | X   |                       |         |              |                              | 0      | 0  | 0   |   |
| (8) <b>Roberto Flachier</b>         | 1.00  |   |                       |         |              |                              |        |  |   |   |
| .....<br>Director                   | 0.00  | X   |                       |         |              |                              | 0      | 0  | 0   |   |
| (9) <b>Elizabeth Jackson-Spaner</b> | 1.00  |   |                       |         |              |                              |        |  |   |   |
| .....<br>Director                   | 0.00  | X   |                       |         |              |                              | 0      | 0  | 0   |   |
| (10) <b>Dan Jaqua</b>               | 1.00  |   |                       |         |              |                              |        |  |   |   |
| .....<br>Director                   | 0.00  | X   |                       |         |              |                              | 0      | 0  | 0   |   |
| (11) <b>Wendy Maynard-Somers</b>    | 1.00  |   |                       |         |              |                              |        |  |   |   |
| .....<br>Director                   | 0.00  | X   |                       |         |              |                              | 0      | 0  | 0   |   |

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

| (A)<br>Name and title  | (B)<br>Average hours per week per week (list any hours for related organizations below dotted line) | (C)<br>Position (do not check more than one box, unless person is both an officer and a director/trustee) |                       |         |              |                              |        | (D)<br>Reportable compensation from the organization (W-2/1099-MISC) | (E)<br>Reportable compensation from related organizations (W-2/1099-MISC) | (F)<br>Estimated amount of other compensation from the organization and related organizations |
|--|---|---|-----------------------|---------|--------------|------------------------------|--------|--|---|---|
|  |   | Individual trustee or director  | Institutional trustee | Officer | Key employee | Highest compensated employee | Former |  |   |   |
| (12) <b>Mindy Miller</b><br>.....<br>Director                        | 1.00<br>.....<br>0.00   | X   |                       |         |              |                              |        | 0  | 0   | 0   |
| (13) <b>Dallas Oberlee</b><br>.....<br>Director                      | 1.00<br>.....<br>0.00   | X   |                       |         |              |                              |        | 0  | 0   | 0   |
| (14) <b>Consuelo Shank</b><br>.....<br>Director                      | 1.00<br>.....<br>0.00   | X   |                       |         |              |                              |        | 0  | 0   | 0   |
| (15) <b>Sheri Welsh</b><br>.....<br>Director                         | 1.00<br>.....<br>0.00   | X   |                       |         |              |                              |        | 0  | 0   | 0   |
| (16) <b>Kristyn Buhl-Lepisto</b><br>.....<br>Executive Director      | 40.00<br>.....<br>0.00  |   |                       | X       |              |                              |        | 0  | 0   | 0   |
| (17) <b>Sandra Standish</b><br>.....<br>Ex- Exec Director            | 40.00<br>.....<br>0.00  |   |                       | X       |              |                              |        | 106,870  | 0   | 0   |
| <b>1b Subtotal</b> .....   |   |   |                       |         |              |                              |        | <b>106,870</b>   |   |   |
| <b>c Total from continuation sheets to Part VII, Section A</b> ..... |   |   |                       |         |              |                              |        |  |   |   |
| <b>d Total (add lines 1b and 1c)</b> .....                           |   |   |                       |         |              |                              |        | <b>106,870</b>   |   |   |

**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 **u 1**

|  | Yes | No       |
|--|-----|----------|
| <b>3</b> Did the organization list any <b>former</b> officer, director, trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i> .....  |     | <b>X</b> |
| <b>4</b> 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> ..... |     | <b>X</b> |
| <b>5</b> 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> .....                       |     | <b>X</b> |

**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)<br>Name and business address | (B)<br>Description of services | (C)<br>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 **u**

0

**Part VIII Statement of Revenue**

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

|  |   |   | (A)<br>Total revenue | (B)<br>Related or exempt<br>function revenue | (C)<br>Unrelated<br>business revenue | (D)<br>Revenue excluded<br>from tax under<br>sections 512-514 |     |
|--|---|---|----------------------|--|--------------------------------------|---|-----|
| <b>Contributions, Gifts, Grants and Other Similar Amounts</b>  | <b>1a</b> Federated campaigns   | <b>1a</b>   | 5,567                |  |                                      |   |     |
|  | <b>b</b> Membership dues  | <b>1b</b>   |                      |  |                                      |   |     |
|  | <b>c</b> Fundraising events   | <b>1c</b>   |                      |  |                                      |   |     |
|  | <b>d</b> Related organizations  | <b>1d</b>   |                      |  |                                      |   |     |
|  | <b>e</b> Government grants (contributions)  | <b>1e</b>   |                      |  |                                      |   |     |
|  | <b>f</b> All other contributions, gifts, grants, and similar amounts not included above | <b>1f</b>   | 1,091,835            |  |                                      |   |     |
|  | <b>g</b> Noncash contributions included in lines 1a-1f                                  | <b>1g</b>   | \$                   |  |                                      |   |     |
|  | <b>h Total.</b> Add lines 1a-1f   | <b>u</b>  | <b>1,097,402</b>     |  |                                      |   |     |
|  | <b>Program Service Revenue</b>  | <b>2a</b>   | Business Code        |  |                                      |   |     |
| <b>b</b>   |   |   |                      |  |                                      |   |     |
| <b>c</b>   |   |   |                      |  |                                      |   |     |
| <b>d</b>   |   |   |                      |  |                                      |   |     |
| <b>e</b>   |   |   |                      |  |                                      |   |     |
| <b>f</b> All other program service revenue   |   |   |                      |  |                                      |   |     |
| <b>g Total.</b> Add lines 2a-2f  |   | <b>u</b>  |                      |  |                                      |   |     |
| <b>Other Revenue</b>   | <b>3</b> Investment income (including dividends, interest, and other similar amounts)   | <b>u</b>  | 16,278               |  |                                      | 16,278  |     |
|  | <b>4</b> Income from investment of tax-exempt bond proceeds                             | <b>u</b>  |                      |  |                                      |   |     |
|  | <b>5</b> Royalties  | <b>u</b>  |                      |  |                                      |   |     |
|  | <b>6a</b> Gross rents   | <b>6a</b>   | (i) Real             |  |                                      |   |     |
|  |   |   | (ii) Personal        |  |                                      |   |     |
|  |   |   |                      |  |                                      |   |     |
|  | <b>b</b> Less: rental expenses  | <b>6b</b>   |                      |  |                                      |   |     |
|  | <b>c</b> Rental inc. or (loss)  | <b>6c</b>   |                      |  |                                      |   |     |
|  | <b>d</b> Net rental income or (loss)  | <b>u</b>  |                      |  |                                      |   |     |
|  | <b>7a</b> Gross amount from sales of assets other than inventory                        | <b>7a</b>   | (i) Securities       |  |                                      |   |     |
|  |   |   | (ii) Other           |  |                                      |   |     |
|  |   |   |                      |  |                                      |   |     |
|  | <b>b</b> Less: cost or other basis and sales exps.                                      | <b>7b</b>   |                      |  |                                      |   |     |
|  | <b>c</b> Gain or (loss)   | <b>7c</b>   |                      |  |                                      |   |     |
|  | <b>d</b> Net gain or (loss)   | <b>u</b>  |                      |  |                                      |   |     |
| <b>8a</b> Gross income from fundraising events (not including \$ of contributions reported on line 1c). See Part IV, line 18 | <b>8a</b>   |   | 240                  |  |                                      |   |     |
|  |   | <b>b</b> Less: direct expenses                        | <b>8b</b>            |  |                                      |   |     |
|  |   | <b>c</b> Net income or (loss) from fundraising events | <b>u</b>             | 240  |                                      |   | 240 |
| <b>9a</b> Gross income from gaming activities. See Part IV, line 19  | <b>9a</b>   |   |                      |  |                                      |   |     |
|  |   | <b>b</b> Less: direct expenses                        | <b>9b</b>            |  |                                      |   |     |
|  |   | <b>c</b> Net income or (loss) from gaming activities  | <b>u</b>             |  |                                      |   |     |
| <b>10a</b> Gross sales of inventory, less returns and allowances   | <b>10a</b>  |   |                      |  |                                      |   |     |
|  |   | <b>b</b> Less: cost of goods sold                     | <b>10b</b>           |  |                                      |   |     |
|  |   | <b>c</b> Net income or (loss) from sales of inventory | <b>u</b>             |  |                                      |   |     |
| <b>Miscellaneous Revenue</b>   | <b>11a</b> Admin fee  | Business Code   | 1,950                |  |                                      | 1,950   |     |
|  | <b>b</b>  |   |                      |  |                                      |   |     |
|  | <b>c</b>  |   |                      |  |                                      |   |     |
|  | <b>d</b> All other revenue  |   |                      |  |                                      |   |     |
|  | <b>e Total.</b> Add lines 11a-11d   | <b>u</b>  | 1,950                |  |                                      |   |     |
| <b>12 Total revenue.</b> See instructions  | <b>u</b>  | 1,115,870   | 0                    | 0  | 18,468                               |   |     |

**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)<br>Total expenses | (B)<br>Program service expenses | (C)<br>Management and general expenses | (D)<br>Fundraising expenses |
|---|-----------------------|---------------------------------|--|-----------------------------|
| 1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21  |                       |                                 |  |                             |
| 2 Grants and other assistance to domestic individuals. See Part IV, line 22   | <b>1,010,627</b>      | <b>1,010,627</b>                |  |                             |
| 3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16  |                       |                                 |  |                             |
| 4 Benefits paid to or for members   |                       |                                 |  |                             |
| 5 Compensation of current officers, directors, trustees, and key employees  | <b>103,324</b>        | <b>89,561</b>                   |  | <b>13,763</b>               |
| 6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)  |                       |                                 |  |                             |
| 7 Other salaries and wages  | <b>320,606</b>        | <b>190,807</b>                  | <b>100,493</b>                         | <b>29,306</b>               |
| 8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)  |                       |                                 |  |                             |
| 9 Other employee benefits   | <b>19,576</b>         | <b>10,920</b>                   | <b>6,059</b>                           | <b>2,597</b>                |
| 10 Payroll taxes  | <b>34,301</b>         | <b>19,664</b>                   | <b>8,591</b>                           | <b>6,046</b>                |
| 11 Fees for services (nonemployees):  |                       |                                 |  |                             |
| a Management  |                       |                                 |  |                             |
| b Legal   |                       |                                 |  |                             |
| c Accounting  | <b>15,938</b>         |                                 | <b>15,938</b>                          |                             |
| d Lobbying  |                       |                                 |  |                             |
| e Professional fundraising services. See Part IV, line 17   |                       |                                 |  |                             |
| f Investment management fees  |                       |                                 |  |                             |
| g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)  |                       |                                 |  |                             |
| 12 Advertising and promotion  | <b>7,037</b>          | <b>4,926</b>                    |  | <b>2,111</b>                |
| 13 Office expenses  | <b>8,060</b>          | <b>5,114</b>                    | <b>2,129</b>                           | <b>817</b>                  |
| 14 Information technology   |                       |                                 |  |                             |
| 15 Royalties  |                       |                                 |  |                             |
| 16 Occupancy  | <b>35,720</b>         | <b>20,394</b>                   | <b>11,754</b>                          | <b>3,572</b>                |
| 17 Travel   | <b>3,617</b>          | <b>3,617</b>                    |  |                             |
| 18 Payments of travel or entertainment expenses for any federal, state, or local public officials   |                       |                                 |  |                             |
| 19 Conferences, conventions, and meetings   | <b>3,937</b>          | <b>1,968</b>                    | <b>1,969</b>                           |                             |
| 20 Interest   |                       |                                 |  |                             |
| 21 Payments to affiliates   |                       |                                 |  |                             |
| 22 Depreciation, depletion, and amortization  | <b>1,125</b>          |                                 | <b>1,125</b>                           |                             |
| 23 Insurance  | <b>5,689</b>          |                                 | <b>5,689</b>                           |                             |
| 24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)                                      |                       |                                 |  |                             |
| a <b>CONTRACTED SERVICES</b>  | <b>25,000</b>         |                                 | <b>25,000</b>                          |                             |
| b <b>STUDENT ASSESSMENTS</b>  | <b>19,930</b>         | <b>19,930</b>                   |  |                             |
| c <b>HIGH QUALITY SUPPORTS</b>  | <b>19,727</b>         | <b>19,727</b>                   |  |                             |
| d <b>CURRICULUM EXPENSE</b>   | <b>17,128</b>         | <b>17,128</b>                   |  |                             |
| e All other expenses  | <b>16,217</b>         | <b>4,671</b>                    | <b>8,555</b>                           | <b>2,991</b>                |
| 25 Total functional expenses. Add lines 1 through 24e   | <b>1,667,559</b>      | <b>1,419,054</b>                | <b>187,302</b>                         | <b>61,203</b>               |
| 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 X

|   |  | (A)<br>Beginning of year |                            | (B)<br>End of year      |
|---|--|--------------------------|----------------------------|-------------------------|
| <b>Assets</b>   | <b>1</b> Cash—non-interest-bearing   | <b>396,347</b>           | <b>1</b>                   | <b>178,666</b>          |
|   | <b>2</b> Savings and temporary cash investments  | <b>1,347,302</b>         | <b>2</b>                   | <b>2,171,105</b>        |
|   | <b>3</b> Pledges and grants receivable, net  | <b>1,728,615</b>         | <b>3</b>                   | <b>658,829</b>          |
|   | <b>4</b> Accounts receivable, net  |                          | <b>4</b>                   |                         |
|   | <b>5</b> Loans and other receivables from 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 |                          | <b>5</b>                   |                         |
|   | <b>6</b> Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)   |                          | <b>6</b>                   |                         |
|   | <b>7</b> Notes and loans receivable, net   |                          | <b>7</b>                   |                         |
|   | <b>8</b> Inventories for sale or use   |                          | <b>8</b>                   |                         |
|   | <b>9</b> Prepaid expenses and deferred charges   | <b>2,466</b>             | <b>9</b>                   | <b>95</b>               |
|   | <b>10a</b> Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D   | <b>10a</b> <b>7,849</b>  |                            |                         |
|   | <b>b</b> Less: accumulated depreciation  | <b>10b</b> <b>3,705</b>  | <b>4,415</b>               | <b>10c</b> <b>4,144</b> |
|   | <b>11</b> Investments—publicly traded securities   |                          | <b>11</b>                  |                         |
|   | <b>12</b> Investments—other securities. See Part IV, line 11   |                          | <b>12</b>                  |                         |
|   | <b>13</b> Investments—program-related. See Part IV, line 11  |                          | <b>13</b>                  |                         |
|   | <b>14</b> Intangible assets  |                          | <b>14</b>                  |                         |
|   | <b>15</b> Other assets. See Part IV, line 11   |                          | <b>39,129</b>              | <b>15</b> <b>40,197</b> |
| <b>16 Total assets.</b> Add lines 1 through 15 (must equal line 33) |  | <b>3,518,274</b>         | <b>16</b> <b>3,053,036</b> |                         |
| <b>Liabilities</b>  | <b>17</b> Accounts payable and accrued expenses  | <b>7,861</b>             | <b>17</b>                  | <b>12,935</b>           |
|   | <b>18</b> Grants payable   |                          | <b>18</b>                  |                         |
|   | <b>19</b> Deferred revenue   |                          | <b>19</b>                  |                         |
|   | <b>20</b> Tax-exempt bond liabilities  |                          | <b>20</b>                  |                         |
|   | <b>21</b> Escrow or custodial account liability. Complete Part IV of Schedule D  |                          | <b>21</b>                  |                         |
|   | <b>22</b> 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     |                          | <b>22</b>                  |                         |
|   | <b>23</b> Secured mortgages and notes payable to unrelated third parties   |                          | <b>23</b>                  |                         |
|   | <b>24</b> Unsecured notes and loans payable to unrelated third parties   |                          | <b>24</b>                  | <b>80,002</b>           |
|   | <b>25</b> 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  |                          | <b>25</b>                  |                         |
|   | <b>26 Total liabilities.</b> Add lines 17 through 25   |                          | <b>7,861</b>               | <b>26</b> <b>92,937</b> |
| <b>Net Assets or Fund Balances</b>                                  | <b>Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33.</b>   |                          |                            |                         |
|   | <b>27</b> Net assets without donor restrictions  | <b>678,998</b>           | <b>27</b>                  | <b>565,299</b>          |
|   | <b>28</b> Net assets with donor restrictions   | <b>2,831,415</b>         | <b>28</b>                  | <b>2,394,800</b>        |
|   | <b>Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33.</b>  |                          |                            |                         |
|   | <b>29</b> Capital stock or trust principal, or current funds   |                          | <b>29</b>                  |                         |
|   | <b>30</b> Paid-in or capital surplus, or land, building, or equipment fund   |                          | <b>30</b>                  |                         |
|   | <b>31</b> Retained earnings, endowment, accumulated income, or other funds   |                          | <b>31</b>                  |                         |
|   | <b>32 Total net assets or fund balances</b>  | <b>3,510,413</b>         | <b>32</b>                  | <b>2,960,099</b>        |
| <b>33 Total liabilities and net assets/fund balances</b>            | <b>3,518,274</b>   | <b>33</b>                | <b>3,053,036</b>           |                         |



**Part XI Reconciliation of Net Assets**

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

|           |  |           |                  |
|-----------|--|-----------|------------------|
| <b>1</b>  | Total revenue (must equal Part VIII, column (A), line 12)  | <b>1</b>  | <b>1,115,870</b> |
| <b>2</b>  | Total expenses (must equal Part IX, column (A), line 25)   | <b>2</b>  | <b>1,667,559</b> |
| <b>3</b>  | Revenue less expenses. Subtract line 2 from line 1   | <b>3</b>  | <b>-551,689</b>  |
| <b>4</b>  | Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))                      | <b>4</b>  | <b>3,510,413</b> |
| <b>5</b>  | Net unrealized gains (losses) on investments   | <b>5</b>  | <b>1,375</b>     |
| <b>6</b>  | Donated services and use of facilities   | <b>6</b>  |                  |
| <b>7</b>  | Investment expenses  | <b>7</b>  |                  |
| <b>8</b>  | Prior period adjustments   | <b>8</b>  |                  |
| <b>9</b>  | Other changes in net assets or fund balances (explain on Schedule O)   | <b>9</b>  |                  |
| <b>10</b> | Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B)) | <b>10</b> | <b>2,960,099</b> |

**Part XII Financial Statements and Reporting**

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

|           |   | Yes      | No       |
|-----------|---|----------|----------|
| <b>1</b>  | Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other<br>If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.   |          |          |
| <b>2a</b> | Were the organization's financial statements compiled or reviewed by an independent accountant?<br>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:<br><input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis |          | <b>X</b> |
| <b>2b</b> | Were the organization's financial statements audited by an independent accountant?<br>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:<br><input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis                | <b>X</b> |          |
| <b>2c</b> | 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?<br>If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.   | <b>X</b> |          |
| <b>3a</b> | 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>X</b> |
| <b>3b</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 on Schedule O and describe any steps taken to undergo such audits  |          |          |

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

**Public Charity Status and Public Support**

OMB No. 1545-0047

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

**2019**

Department of the Treasury  
Internal Revenue Service

**u Attach to Form 990 or Form 990-EZ.**

**Open to Public Inspection**

**u Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.**

Name of the organization

**Kalamazoo County Ready 4s**

Employer identification number

**27-3342489**

**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 **section 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 |   |   |
| (A)                                |          |   |   |    |   |   |
| (B)                                |          |   |   |    |   |   |
| (C)                                |          |   |   |    |   |   |
| (D)                                |          |   |   |    |   |   |
| (E)                                |          |   |   |    |   |   |
| <b>Total</b>                       |          |   |   |    |   |   |

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

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

**Section A. Public Support**

| Calendar year (or fiscal year beginning in)  | (a) 2015  | (b) 2016  | (c) 2017 | (d) 2018 | (e) 2019  | (f) Total |
|--|-----------|-----------|----------|----------|-----------|-----------|
| <b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")  | 1,184,761 | 1,187,444 | 985,078  | 836,700  | 1,097,402 | 5,291,385 |
| <b>2</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf   |           |           |          |          |           |           |
| <b>3</b> The value of services or facilities furnished by a governmental unit to the organization without charge   |           |           |          |          |           |           |
| <b>4 Total.</b> Add lines 1 through 3  | 1,184,761 | 1,187,444 | 985,078  | 836,700  | 1,097,402 | 5,291,385 |
| <b>5</b> 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) |           |           |          |          |           | 556,472   |
| <b>6</b> Public support. Subtract line 5 from line 4   |           |           |          |          |           | 4,734,913 |

**Section B. Total Support**

| Calendar year (or fiscal year beginning in)  | (a) 2015  | (b) 2016  | (c) 2017 | (d) 2018 | (e) 2019  | (f) Total |
|--|-----------|-----------|----------|----------|-----------|-----------|
| <b>7</b> Amounts from line 4   | 1,184,761 | 1,187,444 | 985,078  | 836,700  | 1,097,402 | 5,291,385 |
| <b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources | 694       | 1,165     | 1,315    | 13,624   | 16,278    | 33,076    |
| <b>9</b> Net income from unrelated business activities, whether or not the business is regularly carried on                              |           |           |          | 3,080    |           | 3,080     |
| <b>10</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)                                | 50        | 525       | 312      | 8,950    | 2,190     | 12,027    |
| <b>11 Total support.</b> Add lines 7 through 10  |           |           |          |          |           | 5,339,568 |

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

**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**

|  |    |         |
|--|----|---------|
| <b>14</b> Public support percentage for 2019 (line 6, column (f) divided by line 11, column (f)) | 14 | 88.68 % |
| <b>15</b> Public support percentage from 2018 Schedule A, Part II, line 14                       | 15 | 90.45 % |

**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

Table with 7 columns: (a) 2015, (b) 2016, (c) 2017, (d) 2018, (e) 2019, (f) Total. Rows include: 1 Gifts, grants, contributions, and membership fees received; 2 Gross receipts from admissions, merchandise sold or services performed; 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; 5 The value of services or facilities furnished by a governmental unit; 6 Total; 7a Amounts included on lines 1, 2, and 3 received from disqualified persons; 7b Amounts included on lines 2 and 3 received from other than disqualified persons; 7c Add lines 7a and 7b; 8 Public support.

Section B. Total Support

Table with 7 columns: (a) 2015, (b) 2016, (c) 2017, (d) 2018, (e) 2019, (f) Total. Rows include: 9 Amounts from line 6; 10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources; 10b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975; 10c Add lines 10a and 10b; 11 Net income from unrelated business activities not included in line 10b; 12 Other income. Do not include gain or loss from the sale of capital assets; 13 Total support; 14 First five years.

Section C. Computation of Public Support Percentage

Table with 2 columns: Line number, Percentage. Row 15: Public support percentage for 2019 (line 8, column (f), divided by line 13, column (f)) 15 %; Row 16: Public support percentage from 2018 Schedule A, Part III, line 15 16 %

Section D. Computation of Investment Income Percentage

Table with 2 columns: Line number, Percentage. Row 17: Investment income percentage for 2019 (line 10c, column (f), divided by line 13, column (f)) 17 %; Row 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 in line 12 on 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 |
|--|-----|----|
| <b>1</b> 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>  |     |    |
| <b>2</b> 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>   |     |    |
| <b>3a</b> 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>   |     |    |
| <b>b</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>   |     |    |
| <b>c</b> 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>  |     |    |
| <b>4a</b> 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>  |     |    |
| <b>b</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>  |     |    |
| <b>c</b> 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>   |     |    |
| <b>5a</b> 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> |     |    |
| <b>b</b> <b>Type I or Type II only.</b> Was any added or substituted supported organization part of a class already designated in the organization's organizing document?  |     |    |
| <b>c</b> <b>Substitutions only.</b> Was the substitution the result of an event beyond the organization's control?   |     |    |
| <b>6</b> 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>  |     |    |
| <b>7</b> Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as 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>  |     |    |
| <b>8</b> 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>  |     |    |
| <b>9a</b> 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>  |     |    |
| <b>b</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>  |     |    |
| <b>c</b> 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>   |     |    |
| <b>10a</b> 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 10b below.</i>   |     |    |
| <b>b</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>   |     |    |

**Part IV Supporting Organizations** *(continued)*

|  | Yes | No |
|--|-----|----|
| <b>11</b> Has the organization accepted a gift or contribution from any of the following persons?  |     |    |
| <b>a</b> 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>11a</b>   |     |    |
| <b>b</b> A family member of a person described in (a) above?   |     |    |
| <b>11b</b>   |     |    |
| <b>c</b> 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>  |     |    |
| <b>11c</b>   |     |    |

**Section B. Type I Supporting Organizations**

|   | Yes | No |
|---|-----|----|
| <b>1</b> 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> |     |    |
| <b>1</b>  |     |    |
| <b>2</b> 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>   |     |    |
| <b>2</b>  |     |    |

**Section C. Type II Supporting Organizations**

|  | Yes | No |
|--|-----|----|
| <b>1</b> 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> |     |    |
| <b>1</b>   |     |    |

**Section D. All Type III Supporting Organizations**

|   | Yes | No |
|---|-----|----|
| <b>1</b> 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? |     |    |
| <b>1</b>  |     |    |
| <b>2</b> 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>   |     |    |
| <b>2</b>  |     |    |
| <b>3</b> 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>  |     |    |
| <b>3</b>  |     |    |

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

|   |  |  |
|---|--|--|
| <b>1</b> Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).  |  |  |
| <b>a</b> <input type="checkbox"/> The organization satisfied the Activities Test. <i>Complete line 2 below.</i>   |  |  |
| <b>b</b> <input type="checkbox"/> The organization is the parent of each of its supported organizations. <i>Complete line 3 below.</i>  |  |  |
| <b>c</b> <input type="checkbox"/> The organization supported a governmental entity. <i>Describe in Part VI how you supported a government entity (see instructions).</i>  |  |  |
| <b>2</b> Activities Test. <i>Answer (a) and (b) below.</i>  |  |  |
| <b>a</b> 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> |  |  |
| <b>2a</b>   |  |  |
| <b>b</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>  |  |  |
| <b>2b</b>   |  |  |
| <b>3</b> Parent of Supported Organizations. <i>Answer (a) and (b) below.</i>  |  |  |
| <b>a</b> 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>3a</b>   |  |  |
| <b>b</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>   |  |  |
| <b>3b</b>   |  |  |

**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.

| <b>Section A - Adjusted Net Income</b> |  | (A) Prior Year | (B) Current Year (optional) |
|--|--|----------------|-----------------------------|
| 1                                      | Net short-term capital gain  | 1              |                             |
| 2                                      | Recoveries of prior-year distributions   | 2              |                             |
| 3                                      | Other gross income (see instructions)  | 3              |                             |
| 4                                      | Add lines 1 through 3.   | 4              |                             |
| 5                                      | Depreciation and depletion   | 5              |                             |
| 6                                      | Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions) | 6              |                             |
| 7                                      | Other expenses (see instructions)  | 7              |                             |
| 8                                      | <b>Adjusted Net Income</b> (subtract lines 5, 6, and 7 from line 4)  | 8              |                             |

| <b>Section B - Minimum Asset Amount</b> |   | (A) Prior Year | (B) Current Year (optional) |
|---|---|----------------|-----------------------------|
| 1                                       | Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year): |                |                             |
| a                                       | Average monthly value of securities   | 1a             |                             |
| b                                       | Average monthly cash balances   | 1b             |                             |
| c                                       | Fair market value of other non-exempt-use assets  | 1c             |                             |
| d                                       | <b>Total</b> (add lines 1a, 1b, and 1c)   | 1d             |                             |
| e                                       | <b>Discount</b> claimed for blockage or other factors (explain in detail in <b>Part VI</b> ):                                   |                |                             |
| 2                                       | Acquisition indebtedness applicable to non-exempt-use assets  | 2              |                             |
| 3                                       | Subtract line 2 from line 1d.   | 3              |                             |
| 4                                       | Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions).                                 | 4              |                             |
| 5                                       | Net value of non-exempt-use assets (subtract line 4 from line 3)  | 5              |                             |
| 6                                       | Multiply line 5 by .035.  | 6              |                             |
| 7                                       | Recoveries of prior-year distributions  | 7              |                             |
| 8                                       | <b>Minimum Asset Amount</b> (add line 7 to line 6)  | 8              |                             |

| <b>Section C - Distributable Amount</b> |   |   | Current Year |
|---|---|---|--------------|
| 1                                       | Adjusted net income for prior year (from Section A, line 8, Column A)   | 1 |              |
| 2                                       | Enter 85% of line 1.  | 2 |              |
| 3                                       | Minimum asset amount for prior year (from Section B, line 8, Column A)  | 3 |              |
| 4                                       | Enter greater of line 2 or line 3.  | 4 |              |
| 5                                       | Income tax imposed in prior year  | 5 |              |
| 6                                       | <b>Distributable Amount.</b> Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions). | 6 |              |

7  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 <b>Part VI</b> ). See instructions.   |              |
| 7 <b>Total annual distributions.</b> Add lines 1 through 6.  |              |
| 8 Distributions to attentive supported organizations to which the organization is responsive (provide details in <b>Part VI</b> ). 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)<br>Excess Distributions | (ii)<br>Underdistributions<br>Pre-2019 | (iii)<br>Distributable<br>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 <b>Part VI</b> ). 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 <b>Total</b> 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. For result greater than zero, explain in <b>Part VI</b> . See instructions. |                             |  |   |
| 6 Remaining underdistributions for 2019. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in <b>Part VI</b> . See instructions.                        |                             |  |   |
| 7 <b>Excess distributions carryover to 2020.</b> 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 .....  |                             |  |   |



**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.)

**Supporting Schedule - Unusual Grants**

Multi-year grant \$ 0

**Part II, Line 10 - Other Income Detail**

Other income \$ 9,837

**Schedule B**  
 (Form 990, 990-EZ,  
 or 990-PF)  
 Department of the Treasury  
 Internal Revenue Service

**Schedule of Contributors**

OMB No. 1545-0047

**2019**

**u Attach to Form 990, Form 990-EZ, or Form 990-PF.**  
**u Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.**

Name of the organization

Employer identification number

**Kalamazoo County Ready 4s**

**27-3342489**

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

501(c)( **3** ) (enter number) organization

4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

527 political organization

Form 990-PF

501(c)(3) exempt private foundation

4947(a)(1) nonexempt charitable trust treated as a private foundation

501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

**Note:** Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

**General Rule**

For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

**Special Rules**

For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33<sup>1</sup>/<sub>3</sub>% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** \$5,000; or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year ..... ► \$ .....

**Caution:** An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

Name of organization

**Kalamazoo County Ready 4s**

Employer identification number

**27-3342489****Part I Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

| (a)<br>No. | (b)<br>Name, address, and ZIP + 4   | (c)<br>Total contributions | (d)<br>Type of contribution   |
|------------|---|----------------------------|---|
| 1          | <b>PNC Financial Services Group</b><br>c/o UW of BC & K'zoo Region<br>709 S. Westnedge Ave.<br>Kalamazoo MI 49007 | \$ 37,500                  | Person <input checked="" type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II for noncash contributions.) |
| 2          | <b>Irving S. Gilmore Foundation</b><br>136 E. Michigan Ave., Ste. 900<br>Kalamazoo MI 49007                       | \$ 100,000                 | Person <input checked="" type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II for noncash contributions.) |
| 3          | <b>Kalamazoo Community Foundation</b><br>402 E Michigan Ave<br>Kalamazoo MI 49007                                 | \$ 417,250                 | Person <input checked="" type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II for noncash contributions.) |
| 4          | <b>Harold &amp; Grace Upjohn Foundation</b><br>136 E. Michigan Ave., Ste. 900B<br>Kalamazoo MI 49007              | \$ 25,000                  | Person <input checked="" type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II for noncash contributions.) |
| 5          | <b>WS &amp; Lois Van Dalson Foundation</b><br>2347 W Dowling Rd<br>Delton MI 49046                                | \$ 35,000                  | Person <input checked="" type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II for noncash contributions.) |
| 6          | <b>STRYKER CORPORATION</b><br>2825 AIRVIEW BLVD<br>PORTAGE MI 49002   | \$ 35,000                  | Person <input checked="" type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II for noncash contributions.) |

Name of organization

**Kalamazoo County Ready 4s**

Employer identification number

**27-3342489**

**Part I Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

| (a)<br>No. | (b)<br>Name, address, and ZIP + 4   | (c)<br>Total contributions | (d)<br>Type of contribution   |
|------------|---|----------------------------|---|
| 7          | DeGroot Family Foundation<br>PO Box 660<br>Watervliet MI 49098                  | \$ 50,000                  | Person <input checked="" type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II for noncash contributions.) |
| 8          | The Marvin & Rosalie Okun Foundation<br>211 S Rose Street<br>Kalamazoo MI 49007 | \$ 25,000                  | Person <input checked="" type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II for noncash contributions.) |
|            |   | \$                         | Person <input type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II for noncash contributions.)            |
|            |   | \$                         | Person <input type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II for noncash contributions.)            |
|            |   | \$                         | Person <input type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II for noncash contributions.)            |
|            |   | \$                         | Person <input type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II for noncash contributions.)            |

SCHEDULE D (Form 990)

Department of the Treasury Internal Revenue Service

Supplemental Financial Statements

u 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. u Attach to Form 990.

u 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

Kalamazoo County Ready 4s

Employer identification number

27-3342489

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: 1 Total number at end of year, 2 Aggregate value of contributions to (during year), 3 Aggregate value of grants from (during year), 4 Aggregate value at end of year, 5 Did the organization inform all donors...?, 6 Did the organization inform all grantees...?

Part II Conservation Easements.

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

Table with 2 columns: (a) Donor advised funds, (b) Funds and other accounts. Rows include: 1 Purpose(s) of conservation easements held by the organization, 2 Complete lines 2a through 2d if the organization held a qualified conservation contribution..., 3 Number of conservation easements modified..., 4 Number of states where property subject to conservation easement is located..., 5 Does the organization have a written policy..., 6 Staff and volunteer hours devoted to monitoring..., 7 Amount of expenses incurred in monitoring..., 8 Does each conservation easement reported on line 2(d) above satisfy the requirements..., 9 In Part XIII, describe how the organization reports conservation easements...

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

Table with 2 columns: (a) Donor advised funds, (b) Funds and other accounts. Rows include: 1a If the organization elected, as permitted under FASB ASC 958, not to report..., 1b If the organization elected, as permitted under FASB ASC 958, to report..., 2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain...

**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 make 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 program
  - e  Other
- 4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.
- 5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?  Yes  No

**Part IV Escrow and Custodial Arrangements.**

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

- 1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?  Yes  No
- b If "Yes," explain the arrangement in Part XIII and complete the following table:
- |                                 | Amount |
|---------------------------------|--------|
| c Beginning balance             | 1c     |
| d Additions during the year     | 1d     |
| e Distributions during the year | 1e     |
| f Ending balance                | 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 on Part XIII  Yes  No

**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                     | 465,258          | 410,761        | 295,584            |                      |                     |
| b Contributions                                  | 55,135           | 56,735         | 92,025             |                      |                     |
| c Net investment earnings, gains, and losses     | -4,611           | 12,702         | 25,459             |                      |                     |
| d Grants or scholarships                         |                  |                |                    |                      |                     |
| e Other expenditures for facilities and programs |                  |                |                    |                      |                     |
| f Administrative expenses                        | 3,489            | 3,080          | 2,307              |                      |                     |
| g End of year balance                            | 512,293          | 463,425        | 410,761            |                      |                     |

- 2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:
- a Board designated or quasi-endowment **u** 7.85 %
  - b Permanent endowment **u** %
  - c Term endowment **u** 92.15 %
- The percentages on lines 2a, 2b, and 2c should equal 100%.
- 3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:
- |                             | Yes | No |
|-----------------------------|-----|----|
| (i) Unrelated organizations | X   |    |
| (ii) Related organizations  |     | X  |
- b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?  Yes  No
- 4 Describe in Part XIII the intended uses of the organization's endowment funds.

**Part VI Land, Buildings, and Equipment.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

| Description of property  | (a) Cost or other basis (investment) | (b) Cost or other basis (other) | (c) Accumulated depreciation | (d) Book value |
|--|--------------------------------------|---------------------------------|------------------------------|----------------|
| 1a Land  |                                      |                                 |                              |                |
| b Buildings  |                                      |                                 |                              |                |
| c Leasehold improvements   |                                      |                                 |                              |                |
| d Equipment  |                                      | 7,849                           | 3,705                        | 4,144          |
| e Other  |                                      |                                 |                              |                |
| <b>Total.</b> Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.) |                                      |                                 | <b>u</b>                     | <b>4,144</b>   |

**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<br>(including name of security)   | (b) Book value | (c) Method of valuation:<br>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)   |                |  |
| <b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 12.) | <b>u</b>       |  |

**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:<br>Cost or end-of-year market value |
|---|----------------|--|
| (1)   |                |  |
| (2)   |                |  |
| (3)   |                |  |
| (4)   |                |  |
| (5)   |                |  |
| (6)   |                |  |
| (7)   |                |  |
| (8)   |                |  |
| (9)   |                |  |
| <b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 13.) | <b>u</b>       |  |

**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)   |                |
| <b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 15.) | <b>u</b>       |

**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)   |                |
| <b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 25.) | <b>u</b>       |

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 FASB 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         | 1,117,245 |
| 2 | Amounts included on line 1 but not on Form 990, Part VIII, line 12:             |    |           |           |
| a | Net unrealized gains (losses) on investments                                    | 2a | 1,375     |           |
| 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 | 1,375     |           |
| 3 | Subtract line 2e from line 1  | 3  | 1,115,870 |           |
| 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  | 1,115,870 |           |

**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         | 1,667,559 |
| 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  | 1,667,559 |           |
| 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  | 1,667,559 |           |

**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.

**Part V, Line 4 - Intended Uses for Endowment Funds**

To support future operational expenses as determined by the board of directors on an annual basis

**Part X - FIN 48 Footnote**

The Internal Revenue Service has determined the Organization to be exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code.

Management of the Organization considers the likelihood of changes by taxing authorities in its exemption organization returns and discloses potential significant changes that management believes are more likely than not to occur upon examination by tax authorities. Management has not



**Part XIII Supplemental Information** *(continued)*

identified any uncertain tax positions in filed returns that require disclosure in the accompanying financial statements.

**SCHEDULE I  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Grants and Other Assistance to Organizations,  
Governments, and Individuals in the United States**  
Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.

**u Attach to Form 990.**

**u Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.**

OMB No. 1545-0047

**2019**

**Open to Public  
Inspection**

Name of the organization

**Kalamazoo County Ready 4s**

Employer identification number

**27-3342489**

**Part I General Information on Grants and Assistance**

- 1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?  Yes  No
- 2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

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

| 1   | (a) Name and address of organization or government | (b) EIN | (c) IRC section (if applicable) | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of noncash assistance | (h) Purpose of grant or assistance |
|-----|--|---------|---------------------------------|--------------------------|-----------------------------------|---|---------------------------------------|------------------------------------|
| (1) |  |         |                                 |                          |                                   |   |                                       |                                    |
| (2) |  |         |                                 |                          |                                   |   |                                       |                                    |
| (3) |  |         |                                 |                          |                                   |   |                                       |                                    |
| (4) |  |         |                                 |                          |                                   |   |                                       |                                    |
| (5) |  |         |                                 |                          |                                   |   |                                       |                                    |
| (6) |  |         |                                 |                          |                                   |   |                                       |                                    |
| (7) |  |         |                                 |                          |                                   |   |                                       |                                    |
| (8) |  |         |                                 |                          |                                   |   |                                       |                                    |
| (9) |  |         |                                 |                          |                                   |   |                                       |                                    |

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

3 Enter total number of other organizations listed in the line 1 table **u**

**For Paperwork Reduction Act Notice, see the Instructions for Form 990.**

**Schedule I (Form 990) (2019)**

**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 Tuition Assistance            | 300                      | 1,010,627                |                                  |   |                                       |
| 2                               |                          |                          |                                  |   |                                       |
| 3                               |                          |                          |                                  |   |                                       |
| 4                               |                          |                          |                                  |   |                                       |
| 5                               |                          |                          |                                  |   |                                       |
| 6                               |                          |                          |                                  |   |                                       |
| 7                               |                          |                          |                                  |   |                                       |

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

**Part I, Line 2 - Procedures for Monitoring the Use of Grant Funds**

Students receiving tuition assistance are monitored through an application process that includes income reporting to determine how much, if any, tuition assistance will be provided. Tuition assistance payments are sent directly to the preschool provider. When a child is no longer enrolled at a qualified provider, payment of tuition assistance is stopped.

**SCHEDULE O**  
**(Form 990 or 990-EZ)**Department of the Treasury  
Internal Revenue Service**Supplemental Information to Form 990 or 990-EZ**Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

u Attach to Form 990 or 990-EZ.

u Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2019****Open to Public  
Inspection**

Name of the organization

**Kalamazoo County Ready 4s**

Employer identification number

**27-3342489****Form 990 - Organization's Mission or Most Significant Activities**

KC Ready 4s provides support to licensed pre-kindergarten providers in reaching standards of high quality under Michigan's Great Start to Quality system, and to encourage and support the importance of high-quality pre-kindergarten, offers tuition support to qualifying families based on income and family size.

**Form 990 - Organization's Mission**

The mission of Kalamazoo County Ready 4s is to "Advance fully accessible, high-quality pre-kindergarten education for every 3- and 4-year-old in Kalamazoo County through collaborative leadership with public and private community partners."

**Form 990, Part VI, Line 11b - Organization's Process to Review Form 990**

Form 990 is prepared by the accountant, reviewed by the Executive Committee, and then reviewed and approved by the entire board prior to filing with the IRS

**Form 990, Part VI, Line 12c - Enforcement of Conflicts Policy**

Kalamazoo County Ready 4s (KCR4s) provides the conflict of interest policy to board members and members of standing board committees on an annual basis. These individuals are required to sign the conflict of interest policy annually. Individuals are instructed to promptly notify KCR4s of any perceived conflict. Conflict of interest statements are tracked and monitored by the administrative staff. It is the responsibility of the

Name of the organization

Employer identification number

Kalamazoo County Ready 4s

27-3342489

individual to make KCR4s aware of any conflicts that arise after the conflict of interest document is signed. If there is a real or perceived conflict of interest, an individual may participate in discussion around a given issue, but is not permitted to vote on the matter.

Form 990, Part VI, Line 15a - Compensation Process for Top Official

The executive committee reviews performance and proposes compensation for the Executive Director. The executive committee also proposes benefits packages for all employees.

Form 990, Part VI, Line 19 - Governing Documents Disclosure Explanation

The Organization's Form 1023, 990 and financial statements are available to the public on the Organization's website or a copy may be requested from the Organization's office.

## **Filing Instructions**

### **Kalamazoo County Ready 4s**

### **Exempt Organization Business Tax Return**

### **Taxable Year Ended June 30, 2020**

**Date Due:** November 16, 2020

**Remittance:** None is required. Your Form 990-T for the tax year ended 6/30/20 shows a total overpayment of \$720, which is to be refunded in its entirety.

**Mail To:** Department of the Treasury  
Internal Revenue Service Center  
Ogden, UT 84201-0027

**Signature:** The return should be signed and dated on Page 2 by an officer representing the organization.

Form **990-T**

**Exempt Organization Business Income Tax Return**  
(and proxy tax under section 6033(e))

OMB No. 1545-0047

**2019**

Department of the Treasury  
Internal Revenue Service

For calendar year 2019 or other tax year beginning **07/01/19**, and ending **06/30/20**

Go to [www.irs.gov/Form990T](http://www.irs.gov/Form990T) for instructions and the latest information.

Open to Public Inspection for  
501(c)(3) Organizations Only

Do not enter SSN numbers on this form as it may be made public if your organization is a 501(c)(3).

|  |   |  |
|--|---|--|
| <b>A</b> <input type="checkbox"/> Check box if address changed   | Name of organization ( <input type="checkbox"/> Check box if name changed and see instructions.)  | <b>D</b> Employer identification number<br>(Employees' trust, see instructions.) |
| <b>B</b> Exempt under section<br><input checked="" type="checkbox"/> 501( <b>C</b> ) ( <b>3</b> )<br><input type="checkbox"/> 408(e) <input type="checkbox"/> 220(e)<br><input type="checkbox"/> 408A <input type="checkbox"/> 530(a)<br><input type="checkbox"/> 529(a) | <b>Print or Type</b><br><b>Kalamazoo County Ready 4s</b><br>Number, street, and room or suite no. If a P.O. box, see instructions.<br><b>259 E MICHIGAN AVE, SUITE 409</b><br>City or town, state or province, country, and ZIP or foreign postal code<br><b>KALAMAZOO MI 49007</b> | <b>27-3342489</b>  |
| <b>C</b> Book value of all assets at end of year<br><b>3,053,036</b>   | <b>F</b> Group exemption number (See instructions.) <b>u</b>  | <b>E</b> Unrelated business activity code<br>(See instructions.)                 |
|  | <b>G</b> Check organization type <b>u</b> <input checked="" type="checkbox"/> 501(c) corporation <input type="checkbox"/> 501(c) trust <input type="checkbox"/> 401(a) trust <input type="checkbox"/> Other trust   |  |

**H** Enter the number of the organization's unrelated trades or businesses. **u** Describe the only (or first) unrelated trade or business here  
**u Employer paid parking for employees**. If only one, complete Parts I-V. If more than one, describe the first in the blank space at the end of the previous sentence, complete Parts I and II, complete a Schedule M for each additional trade or business, then complete Parts III-V.

**I** During the tax year, was the corporation a subsidiary in an affiliated group or a parent-subsidiary controlled group? **u**  Yes  No  
If "Yes," enter the name and identifying number of the parent corporation.

**J** The books are in care of **u Kristyn Buhl-Lepisto** Telephone number **u 269-366-9140**

| Part I Unrelated Trade or Business Income  |                           | (A) Income | (B) Expenses | (C) Net  |
|--|---------------------------|------------|--------------|----------|
| <b>1a</b> Gross receipts or sales  |                           |            |              |          |
| <b>b</b> Less returns and allowances   | <b>c</b> Balance <b>u</b> |            |              |          |
| <b>2</b> Cost of goods sold (Schedule A, line 7)   | <b>1c</b>                 |            |              |          |
| <b>3</b> Gross profit. Subtract line 2 from line 1c  | <b>2</b>                  |            |              |          |
| <b>4a</b> Capital gain net income (attach Schedule D)  | <b>3</b>                  |            |              |          |
| <b>b</b> Net gain (loss) (Form 4797, Part II, line 17) (attach Form 4797)                    | <b>4a</b>                 |            |              |          |
| <b>c</b> Capital loss deduction for trusts   | <b>4b</b>                 |            |              |          |
| <b>5</b> Income (loss) from partnership and S corporation (attach statement)                 | <b>4c</b>                 |            |              |          |
| <b>6</b> Rent income (Schedule C)  | <b>5</b>                  |            |              |          |
| <b>7</b> Unrelated debt-financed income (Schedule E)   | <b>6</b>                  |            |              |          |
| <b>8</b> Interest, annuities, royalties, and rents from controlled organization (Schedule F) | <b>7</b>                  |            |              |          |
| <b>9</b> Investment income of a section 501(c)(7), (9), or (17) organization (Schedule G)    | <b>8</b>                  |            |              |          |
| <b>10</b> Exploited exempt activity income (Schedule I)                                      | <b>9</b>                  |            |              |          |
| <b>11</b> Advertising income (Schedule J)  | <b>10</b>                 |            |              |          |
| <b>12</b> Other income (See instructions; attach schedule)                                   | <b>11</b>                 |            |              |          |
| <b>13 Total.</b> Combine lines 3 through 12  | <b>12</b>                 | <b>0</b>   |              | <b>0</b> |
|  | <b>13</b>                 |            |              |          |

**Part II Deductions Not Taken Elsewhere** (See instructions for limitations on deductions.) (Deductions must be directly connected with the unrelated business income.)

|  |            |                     |
|--|------------|---------------------|
| <b>14</b> Compensation of officers, directors, and trustees (Schedule K)   | <b>14</b>  |                     |
| <b>15</b> Salaries and wages   | <b>15</b>  |                     |
| <b>16</b> Repairs and maintenance  | <b>16</b>  |                     |
| <b>17</b> Bad debts  | <b>17</b>  |                     |
| <b>18</b> Interest (attach schedule) (see instructions)  | <b>18</b>  |                     |
| <b>19</b> Taxes and licenses   | <b>19</b>  |                     |
| <b>20</b> Depreciation (attach Form 4562)  | <b>20</b>  |                     |
| <b>21</b> Less depreciation claimed on Schedule A and elsewhere on return  | <b>21a</b> | <b>21b</b> <b>0</b> |
| <b>22</b> Depletion  | <b>22</b>  |                     |
| <b>23</b> Contributions to deferred compensation plans   | <b>23</b>  |                     |
| <b>24</b> Employee benefit programs  | <b>24</b>  |                     |
| <b>25</b> Excess exempt expenses (Schedule I)  | <b>25</b>  |                     |
| <b>26</b> Excess readership costs (Schedule J)   | <b>26</b>  |                     |
| <b>27</b> Other deductions (attach schedule)   | <b>27</b>  |                     |
| <b>28 Total deductions.</b> Add lines 14 through 27  | <b>28</b>  |                     |
| <b>29</b> Unrelated business taxable income before net operating loss deduction. Subtract line 28 from line 13           | <b>29</b>  |                     |
| <b>30</b> Deduction for net operating loss arising in tax years beginning on or after January 1, 2018 (see instructions) | <b>30</b>  |                     |
| <b>31</b> Unrelated business taxable income. Subtract line 30 from line 29   | <b>31</b>  |                     |

**Part III Total Unrelated Business Taxable income**

|           |   |           |              |
|-----------|---|-----------|--------------|
| <b>32</b> | Total of unrelated business taxable income computed from all unrelated trades or businesses (see instructions)                                    | <b>32</b> |              |
| <b>33</b> | Amounts paid for disallowed fringes   | <b>33</b> |              |
| <b>34</b> | Charitable contributions (see instructions for limitation rules)  | <b>34</b> |              |
| <b>35</b> | Total unrelated business taxable income before pre-2018 NOLs and specific deductions. Subtract line 34 from the sum of lines 32 and 33            | <b>35</b> |              |
| <b>36</b> | Deductions for net operating loss arising in tax years beginning before January 1, 2018 (see instructions)  | <b>36</b> |              |
| <b>37</b> | Total of unrelated business taxable income before specific deduction. Subtract line 36 from line 35   | <b>37</b> | <b>0</b>     |
| <b>38</b> | Specific deduction (Generally \$1,000, but see line 38 instructions for exceptions)   | <b>38</b> | <b>1,000</b> |
| <b>39</b> | <b>Unrelated business taxable income.</b> Subtract line 38 from line 37. If line 38 is greater than line 37, enter the smaller of zero or line 37 | <b>39</b> | <b>0</b>     |

**Part IV Tax Computation**

|           |   |           |          |
|-----------|---|-----------|----------|
| <b>40</b> | <b>Organizations Taxable as Corporations.</b> Multiply line 39 by 21% (0.21)  | <b>40</b> |          |
| <b>41</b> | <b>Trusts Taxable at Trust Rates.</b> See instructions for tax computation. Income tax on the amount on line 39 from: <input type="checkbox"/> Tax rate schedule or <input type="checkbox"/> Schedule D (Form 1041) | <b>41</b> |          |
| <b>42</b> | <b>Proxy tax.</b> See instructions  | <b>42</b> |          |
| <b>43</b> | Alternative minimum tax (trusts only)   | <b>43</b> |          |
| <b>44</b> | <b>Tax on Noncompliant Facility Income.</b> See instructions  | <b>44</b> |          |
| <b>45</b> | <b>Total.</b> Add lines 42, 43, and 44 to line 40 or 41, whichever applies  | <b>45</b> | <b>0</b> |

**Part V Tax and Payments**

|            |  |            |            |
|------------|--|------------|------------|
| <b>46a</b> | Foreign tax credit (corporations attach Form 1118; trusts attach Form 1116)  | <b>46a</b> |            |
| <b>b</b>   | Other credits (see instructions)   | <b>46b</b> |            |
| <b>c</b>   | General business credit. Attach Form 3800 (see instructions)   | <b>46c</b> |            |
| <b>d</b>   | Credit for prior year minimum tax (attach Form 8801 or 8827)   | <b>46d</b> |            |
| <b>e</b>   | <b>Total credits.</b> Add lines 46a through 46d  | <b>46e</b> |            |
| <b>47</b>  | Subtract line 46e from line 45   | <b>47</b>  |            |
| <b>48</b>  | Other taxes. Check if from: <input type="checkbox"/> Form 4255 <input type="checkbox"/> Form 8611 <input type="checkbox"/> Form 8697 <input type="checkbox"/> Form 8866 <input type="checkbox"/> Other (att. sch.) | <b>48</b>  |            |
| <b>49</b>  | <b>Total tax.</b> Add lines 47 and 48 (see instructions)   | <b>49</b>  | <b>0</b>   |
| <b>50</b>  | 2019 net 965 tax liability paid from Form 965-A or Form 965-B, Part II, column (k) line 3  | <b>50</b>  |            |
| <b>51a</b> | Payments: A 2018 overpayment credited to 2019  | <b>51a</b> |            |
| <b>b</b>   | 2019 estimated tax payments  | <b>51b</b> | <b>720</b> |
| <b>c</b>   | Tax deposited with Form 8868   | <b>51c</b> |            |
| <b>d</b>   | Foreign organizations: Tax paid or withheld at source (see instructions)   | <b>51d</b> |            |
| <b>e</b>   | Backup withholding (see instructions)  | <b>51e</b> |            |
| <b>f</b>   | Credit for small employer health insurance premiums (attach Form 8941)   | <b>51f</b> |            |
| <b>g</b>   | Other credits, adjustments, and payments: <input type="checkbox"/> Form 2439 <input type="checkbox"/> Form 4136 <input type="checkbox"/> Other Total <b>u</b>  | <b>51g</b> |            |
| <b>52</b>  | <b>Total payments.</b> Add lines 51a through 51g   | <b>52</b>  | <b>720</b> |
| <b>53</b>  | Estimated tax penalty (see instructions). Check if Form 2220 is attached <b>u</b> <input type="checkbox"/>   | <b>53</b>  |            |
| <b>54</b>  | <b>Tax due.</b> If line 52 is less than the total of lines 49, 50, and 53, enter amount owed <b>u</b>  | <b>54</b>  | <b>0</b>   |
| <b>55</b>  | <b>Overpayment.</b> If line 52 is larger than the total of lines 49, 50, and 53, enter amount overpaid <b>u</b>  | <b>55</b>  | <b>720</b> |
| <b>56</b>  | Enter the amount of line 55 you want: Credited to 2020 estimated tax <b>u</b> Refunded <b>u</b>  | <b>56</b>  | <b>720</b> |

**Part VI Statements Regarding Certain Activities and Other Information (see instructions)**

|           |   |     |          |
|-----------|---|-----|----------|
| <b>57</b> | At any time during the 2019 calendar year, did the organization have an interest in or a signature or other authority over a financial account (bank, securities, or other) in a foreign country? If "YES," the organization may have to file FinCEN Form 114, Report of Foreign Bank and Financial Accounts. If "YES," enter the name of the foreign country here <b>u</b> | Yes | No       |
| <b>58</b> | During the tax year, did the organization receive a distribution from, or was it the grantor of, or transferor to, a foreign trust? If "YES," see instructions for other forms the organization may have to file.   |     | <b>X</b> |
| <b>59</b> | Enter the amount of tax-exempt interest received or accrued during the tax year <b>u</b> \$   |     |          |

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

Signature of officer \_\_\_\_\_ Date \_\_\_\_\_ **u** Treasurer \_\_\_\_\_ Title \_\_\_\_\_

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

|                               |   |                                 |      |   |                          |
|-------------------------------|---|---------------------------------|------|---|--------------------------|
| <b>Paid Preparer Use Only</b> | Print/Type preparer's name<br><b>Jason Martin</b>               | Preparer's signature            | Date | Check <input type="checkbox"/> if self-employed | PTIN<br><b>P00436816</b> |
|                               | Firm's name } <b>Cole Gavlas, P.C.</b>                          | Firm's EIN } <b>38-3144204</b>  |      |   |                          |
|                               | Firm's address } <b>2401 W Centre Ave<br/>Portage, MI 49024</b> | Phone no. } <b>269-329-6600</b> |      |   |                          |



**Schedule A – Cost of Goods Sold.** Enter method of inventory valuation **u**

|  |           |  |   |          |            |
|--|-----------|--|---|----------|------------|
| <b>1</b> Inventory at beginning of year                | <b>1</b>  |  | <b>6</b> Inventory at end of year   | <b>6</b> |            |
| <b>2</b> Purchases                                     | <b>2</b>  |  | <b>7</b> <b>Cost of goods sold.</b> Subtract line 6 from line 5. Enter here and in Part I, line 2                           | <b>7</b> |            |
| <b>3</b> Cost of labor                                 | <b>3</b>  |  |   |          |            |
| <b>4a</b> Additional sec. 263A costs (attach schedule) | <b>4a</b> |  | <b>8</b> Do the rules of section 263A (with respect to property produced or acquired for resale) apply to the organization? |          | <b>Yes</b> |
| <b>b</b> Other costs (attach schedule)                 | <b>4b</b> |  |   |          | <b>No</b>  |
| <b>5</b> <b>Total.</b> Add lines 1 through 4b          | <b>5</b>  |  |   |          |            |

**Schedule C – Rent Income (From Real Property and Personal Property Leased With Real Property)**

(see instructions)

**1.** Description of property

|                |
|----------------|
| (1) <b>N/A</b> |
| (2)            |
| (3)            |
| (4)            |

**2.** Rent received or accrued

| (a) From personal property (if the percentage of rent for personal property is more than 10% but not more than 50%) | (b) From real and personal property (if the percentage of rent for personal property exceeds 50% or if the rent is based on profit or income) | 3(a) Deductions directly connected with the income in columns 2(a) and 2(b) (attach schedule) |
|---|---|---|
| (1)   |   |   |
| (2)   |   |   |
| (3)   |   |   |
| (4)   |   |   |
| <b>Total</b>  | <b>Total</b>  | (b) Total deductions. Enter here and on page 1, Part I, line 6, column (B) <b>u</b>           |

**(c) Total income.** Add totals of columns 2(a) and 2(b). Enter here and on page 1, Part I, line 6, column (A) **u**

**Schedule E – Unrelated Debt-Financed Income** (see instructions)

| 1. Description of debt-financed property  | 2. Gross income from or allocable to debt-financed property                           | 3. Deductions directly connected with or allocable to debt-financed property |   |   |
|---|---|--|---|---|
|   |   | (a) Straight line depreciation (attach schedule)                             | (b) Other deductions (attach schedule)                |   |
| (1) <b>N/A</b>  |   |  |   |   |
| (2)   |   |  |   |   |
| (3)   |   |  |   |   |
| (4)   |   |  |   |   |
| 4. Amount of average acquisition debt on or allocable to debt-financed property (attach schedule) | 5. Average adjusted basis of or allocable to debt-financed property (attach schedule) | 6. Column 4 divided by column 5  | 7. Gross income reportable (column 2 x column 6)      | 8. Allocable deductions (column 6 x total of columns 3(a) and 3(b)) |
| (1)   |   | %  |   |   |
| (2)   |   | %  |   |   |
| (3)   |   | %  |   |   |
| (4)   |   | %  |   |   |
| <b>Totals</b>   |   |  | Enter here and on page 1, Part I, line 7, column (A). | Enter here and on page 1, Part I, line 7, column (B).               |
| <b>Total dividends-received deductions</b> included in column 8                                   |   |  | <b>u</b>  | <b>u</b>  |

**Schedule F – Interest, Annuities, Royalties, and Rents From Controlled Organizations** (see instructions)

| 1. Name of controlled organization | 2. Employer identification number | Exempt Controlled Organizations                   |                                     |   |  |
|------------------------------------|-----------------------------------|---|-------------------------------------|---|--|
|                                    |                                   | 3. Net unrelated income (loss) (see instructions) | 4. Total of specified payments made | 5. Part of column 4 that is included in the controlling organization's gross income | 6. Deductions directly connected with income in column 5 |
| (1) <b>N/A</b>                     |                                   |   |                                     |   |  |
| (2)                                |                                   |   |                                     |   |  |
| (3)                                |                                   |   |                                     |   |  |
| (4)                                |                                   |   |                                     |   |  |

**Nonexempt Controlled Organizations**

| 7. Taxable Income   | 8. Net unrelated income (loss) (see instructions) | 9. Total of specified payments made | 10. Part of column 9 that is included in the controlling organization's gross income | 11. Deductions directly connected with income in column 10                  |
|---------------------|---|-------------------------------------|--|---|
| (1)                 |   |                                     |  |   |
| (2)                 |   |                                     |  |   |
| (3)                 |   |                                     |  |   |
| (4)                 |   |                                     |  |   |
| <b>Totals</b> ..... |   |                                     | Add columns 5 and 10. Enter here and on page 1, Part I, line 8, column (A).          | Add columns 6 and 11. Enter here and on page 1, Part I, line 8, column (B). |

**Schedule G – Investment Income of a Section 501(c)(7), (9), or (17) Organization** (see instructions)

| 1. Description of income | 2. Amount of income | 3. Deductions directly connected (attach schedule)    | 4. Set-asides (attach schedule) | 5. Total deductions and set-asides (col. 3 plus col.4) |
|--------------------------|---------------------|---|---------------------------------|--|
| (1) <b>N/A</b>           |                     |   |                                 |  |
| (2)                      |                     |   |                                 |  |
| (3)                      |                     |   |                                 |  |
| (4)                      |                     |   |                                 |  |
| <b>Totals</b> .....      |                     | Enter here and on page 1, Part I, line 9, column (A). |                                 | Enter here and on page 1, Part I, line 9, column (B).  |

**Schedule I – Exploited Exempt Activity Income, Other Than Advertising Income** (see instructions)

| 1. Description of exploited activity | 2. Gross unrelated business income from trade or business | 3. Expenses directly connected with production of unrelated business income | 4. Net income (loss) from unrelated trade or business (column 2 minus column 3). If a gain, compute cols. 5 through 7. | 5. Gross income from activity that is not unrelated business income | 6. Expenses attributable to column 5 | 7. Excess exempt expenses (column 6 minus column 5, but not more than column 4). |
|--------------------------------------|---|---|--|---|--------------------------------------|--|
| (1) <b>N/A</b>                       |   |   |  |   |                                      |  |
| (2)                                  |   |   |  |   |                                      |  |
| (3)                                  |   |   |  |   |                                      |  |
| (4)                                  |   |   |  |   |                                      |  |
| <b>Totals</b> .....                  | Enter here and on page 1, Part I, line 10, col. (A).      | Enter here and on page 1, Part I, line 10, col. (B).                        |  |   |                                      | Enter here and on page 1, Part II, line 25.                                      |

**Schedule J – Advertising Income** (see instructions)

**Part I Income From Periodicals Reported on a Consolidated Basis**

| 1. Name of periodical                         | 2. Gross advertising income | 3. Direct advertising costs | 4. Advertising gain or (loss) (col. 2 minus col. 3). If a gain, compute cols. 5 through 7. | 5. Circulation income | 6. Readership costs | 7. Excess readership costs (column 6 minus column 5, but not more than column 4). |
|---|-----------------------------|-----------------------------|--|-----------------------|---------------------|---|
| (1) <b>N/A</b>                                |                             |                             |  |                       |                     |   |
| (2)   |                             |                             |  |                       |                     |   |
| (3)   |                             |                             |  |                       |                     |   |
| (4)   |                             |                             |  |                       |                     |   |
| <b>Totals</b> (carry to Part II, line (5)) .. |                             |                             |  |                       |                     |   |

**Part II** **Income From Periodicals Reported on a Separate Basis** (For each periodical listed in Part II, fill in columns 2 through 7 on a line-by-line basis.)

| 1. Name of periodical                                 | 2. Gross advertising income                          | 3. Direct advertising costs                          | 4. Advertising gain or (loss) (col. 2 minus col. 3). If a gain, compute cols. 5 through 7. | 5. Circulation income | 6. Readership costs | 7. Excess readership costs (column 6 minus column 5, but not more than column 4). |
|---|--|--|--|-----------------------|---------------------|---|
| (1) <b>N/A</b>  |  |  |  |                       |                     |   |
| (2)   |  |  |  |                       |                     |   |
| (3)   |  |  |  |                       |                     |   |
| (4)   |  |  |  |                       |                     |   |
| <b>Totals from Part I</b> . . . . . <b>u</b>          |  |  |  |                       |                     |   |
| <b>Totals, Part II (lines 1-5)</b> . . . . . <b>u</b> | Enter here and on page 1, Part I, line 11, col. (A). | Enter here and on page 1, Part I, line 11, col. (B). |  |                       |                     | Enter here and on page 1, Part II, line 26.                                       |

**Schedule K – Compensation of Officers, Directors, and Trustees** (see instructions)

| 1. Name  | 2. Title | 3. Percent of time devoted to business | 4. Compensation attributable to unrelated business |
|--|----------|--|--|
| (1) <b>N/A</b>   |          | %                                      |  |
| (2)  |          | %                                      |  |
| (3)  |          | %                                      |  |
| (4)  |          | %                                      |  |
| <b>Total.</b> Enter here and on page 1, Part II, line 14 |          |  | <b>u</b>   |

Form **4562**

Department of the Treasury  
Internal Revenue Service (99)

Name(s) shown on return

**Depreciation and Amortization**  
**(Including Information on Listed Property)**

**u Attach to your tax return.**

**u Go to [www.irs.gov/Form4562](http://www.irs.gov/Form4562) for instructions and the latest information.**

OMB No. 1545-0172

**2019**

Attachment Sequence No. **179**

**Kalamazoo County Ready 4s**

Identifying number

**27-3342489**

Business or activity to which this form relates

**Indirect Depreciation**

**Part I Election To Expense Certain Property Under Section 179**

**Note:** If you have any listed property, complete Part V before you complete Part I.

|    |   |                              |                  |
|----|---|------------------------------|------------------|
| 1  | Maximum amount (see instructions)   | 1                            | <b>1,020,000</b> |
| 2  | Total cost of section 179 property placed in service (see instructions)   | 2                            |                  |
| 3  | Threshold cost of section 179 property before reduction in limitation (see instructions)  | 3                            | <b>2,550,000</b> |
| 4  | Reduction in limitation. Subtract line 3 from line 2. If zero or less, enter -0-  | 4                            |                  |
| 5  | Dollar limitation for tax year. Subtract line 4 from line 1. If zero or less, enter -0-. If married filing separately, see instructions | 5                            |                  |
| 6  | (a) Description of property   | (b) Cost (business use only) | (c) Elected cost |
| 7  | Listed property. Enter the amount from line 29  | 7                            |                  |
| 8  | Total elected cost of section 179 property. Add amounts in column (c), lines 6 and 7  | 8                            |                  |
| 9  | Tentative deduction. Enter the <b>smaller</b> of line 5 or line 8   | 9                            |                  |
| 10 | Carryover of disallowed deduction from line 13 of your 2018 Form 4562   | 10                           |                  |
| 11 | Business income limitation. Enter the smaller of business income (not less than zero) or line 5. See instructions                       | 11                           |                  |
| 12 | Section 179 expense deduction. Add lines 9 and 10, but don't enter more than line 11  | 12                           |                  |
| 13 | Carryover of disallowed deduction to 2020. Add lines 9 and 10, less line 12   | 13                           |                  |

**Note:** Don't use Part II or Part III below for listed property. Instead, use Part V.

**Part II Special Depreciation Allowance and Other Depreciation (Don't include listed property. See instructions.)**

|    |  |    |              |
|----|--|----|--------------|
| 14 | Special depreciation allowance for qualified property (other than listed property) placed in service during the tax year. See instructions | 14 |              |
| 15 | Property subject to section 168(f)(1) election   | 15 |              |
| 16 | Other depreciation (including ACRS)  | 16 | <b>1,125</b> |

**Part III MACRS Depreciation (Don't include listed property. See instructions.)**

**Section A**

|    |   |    |          |
|----|---|----|----------|
| 17 | MACRS deductions for assets placed in service in tax years beginning before 2019  | 17 | <b>0</b> |
| 18 | If you are electing to group any assets placed in service during the tax year into one or more general asset accounts, check here <input checked="" type="checkbox"/> |    |          |

**Section B—Assets Placed in Service During 2019 Tax Year Using the General Depreciation System**

| (a) Classification of property | (b) Month and year placed in service | (c) Basis for depreciation (business/investment use only—see instructions) | (d) Recovery period | (e) Convention | (f) Method | (g) Depreciation deduction |
|--------------------------------|--------------------------------------|--|---------------------|----------------|------------|----------------------------|
| 19a                            | 3-year property                      |  |                     |                |            |                            |
| b                              | 5-year property                      |  |                     |                |            |                            |
| c                              | 7-year property                      |  |                     |                |            |                            |
| d                              | 10-year property                     |  |                     |                |            |                            |
| e                              | 15-year property                     |  |                     |                |            |                            |
| f                              | 20-year property                     |  |                     |                |            |                            |
| g                              | 25-year property                     |  | 25 yrs.             |                | S/L        |                            |
| h                              | Residential rental property          |  | 27.5 yrs.           | MM             | S/L        |                            |
| i                              | Nonresidential real property         |  | 39 yrs.             | MM             | S/L        |                            |

**Section C—Assets Placed in Service During 2019 Tax Year Using the Alternative Depreciation System**

|     |            |  |         |    |     |  |
|-----|------------|--|---------|----|-----|--|
| 20a | Class life |  |         |    | S/L |  |
| b   | 12-year    |  | 12 yrs. |    | S/L |  |
| c   | 30-year    |  | 30 yrs. | MM | S/L |  |
| d   | 40-year    |  | 40 yrs. | MM | S/L |  |

**Part IV Summary (See instructions.)**

|    |   |    |              |
|----|---|----|--------------|
| 21 | Listed property. Enter amount from line 28  | 21 |              |
| 22 | <b>Total.</b> Add amounts from line 12, lines 14 through 17, lines 19 and 20 in column (g), and line 21. Enter here and on the appropriate lines of your return. Partnerships and S corporations—see instructions | 22 | <b>1,125</b> |
| 23 | For assets shown above and placed in service during the current year, enter the portion of the basis attributable to section 263A costs   | 23 |              |

**For Paperwork Reduction Act Notice, see separate instructions.**

Form **4562** (2019)

## Federal Asset Report

## Form 990, Page 1

| Asset                      | Description                              | Date<br>In Service | Cost         | Bus<br>% | Sec<br>179 Bonus | Basis<br>for Depr | Per Conv Meth | Prior        | Current      |
|----------------------------|--|--------------------|--------------|----------|------------------|-------------------|---------------|--------------|--------------|
| <b>Other Depreciation:</b> |  |                    |              |          |                  |                   |               |              |              |
| 4                          | Printer/Scanner HP OP86                  | 7/02/12            | 184          |          |                  | 184               | 5 MO S/L      | 184          | 0            |
| 5                          | Projector-Epson EX5210 LCD               | 6/04/12            | 481          |          |                  | 481               | 5 MO S/L      | 481          | 0            |
| 6                          | Storage Cabinet                          | 12/19/13           | 388          |          |                  | 388               | 10 MO S/L     | 213          | 39           |
| 8                          | Laptops(3) & monitor(3) SS,TA,DN         | 7/01/17            | 4,148        |          |                  | 4,148             | 5 MO S/L      | 1,659        | 830          |
| 9                          | Printer/Copier                           | 5/02/19            | 1,795        |          |                  | 1,795             | 7 MO S/L      | 43           | 256          |
| 10                         | Laptop for Erika                         | 6/30/20            | 853          |          |                  | 853               | 5 MO S/L      | 0            | 0            |
|                            | <b>Total Other Depreciation</b>          |                    | <u>7,849</u> |          |                  | <u>7,849</u>      |               | <u>2,580</u> | <u>1,125</u> |
|                            | <b>Total ACRS and Other Depreciation</b> |                    | <u>7,849</u> |          |                  | <u>7,849</u>      |               | <u>2,580</u> | <u>1,125</u> |
|                            | <b>Grand Totals</b>                      |                    | 7,849        |          |                  | 7,849             |               | 2,580        | 1,125        |
|                            | <b>Less: Dispositions and Transfers</b>  |                    | 0            |          |                  | 0                 |               | 0            | 0            |
|                            | <b>Less: Start-up/Org Expense</b>        |                    | 0            |          |                  | 0                 |               | 0            | 0            |
|                            | <b>Net Grand Totals</b>                  |                    | <u>7,849</u> |          |                  | <u>7,849</u>      |               | <u>2,580</u> | <u>1,125</u> |

# AMT Asset Report

## Form 990, Page 1

| Asset                      | Description                              | Date<br>In Service | Cost     | Bus<br>% | Sec<br>179 Bonus | Basis<br>for Depr | Per Conv Meth | Prior    | Current  |
|----------------------------|--|--------------------|----------|----------|------------------|-------------------|---------------|----------|----------|
| <b>Other Depreciation:</b> |  |                    |          |          |                  |                   |               |          |          |
| 4                          | Printer/Scanner HP OP86                  | 7/02/12            | 0        |          |                  | 0                 | 0 HY          | 0        | 0        |
| 5                          | Projector-Epson EX5210 LCD               | 6/04/12            | 0        |          |                  | 0                 | 0 HY          | 0        | 0        |
| 6                          | Storage Cabinet                          | 12/19/13           | 0        |          |                  | 0                 | 0 HY          | 0        | 0        |
| 8                          | Laptops(3) & monitor(3) SS,TA,DN         | 7/01/17            | 0        |          |                  | 0                 | 0 HY          | 0        | 0        |
| 9                          | Printer/Copier                           | 5/02/19            | 0        |          |                  | 0                 | 0 HY          | 0        | 0        |
| 10                         | Laptop for Erika                         | 6/30/20            | 0        |          |                  | 0                 | 0 HY          | 0        | 0        |
|                            | <b>Total Other Depreciation</b>          |                    | <u>0</u> |          |                  | <u>0</u>          |               | <u>0</u> | <u>0</u> |
|                            | <b>Total ACRS and Other Depreciation</b> |                    | <u>0</u> |          |                  | <u>0</u>          |               | <u>0</u> | <u>0</u> |
|                            | <b>Grand Totals</b>                      |                    | 0        |          |                  | 0                 |               | 0        | 0        |
|                            | <b>Less: Dispositions and Transfers</b>  |                    | <u>0</u> |          |                  | <u>0</u>          |               | <u>0</u> | <u>0</u> |
|                            | <b>Net Grand Totals</b>                  |                    | <u>0</u> |          |                  | <u>0</u>          |               | <u>0</u> | <u>0</u> |

11790 Kalamazoo County Ready 4s

27-3342489

FYE: 6/30/2020

## Depreciation Adjustment Report

### All Business Activities

| <u>Form</u> | <u>Unit</u> | <u>Asset</u> | <u>Description</u> | <u>Tax</u> | <u>AMT</u> | <u>AMT<br/>Adjustments/<br/>Preferences</u> |
|-------------|-------------|--------------|--------------------|------------|------------|---|
|-------------|-------------|--------------|--------------------|------------|------------|---|

There are no assets that meet the criteria of this report

| <u>Asset</u>               | <u>Description</u>                       | <u>Date In Service</u> | <u>Cost</u>  | <u>Tax</u>   | <u>AMT</u> |
|----------------------------|--|------------------------|--------------|--------------|------------|
| <b>Other Depreciation:</b> |  |                        |              |              |            |
| 4                          | Printer/Scanner HP OP86                  | 7/02/12                | 184          | 0            | 0          |
| 5                          | Projector-Epson EX5210 LCD               | 6/04/12                | 481          | 0            | 0          |
| 6                          | Storage Cabinet                          | 12/19/13               | 388          | 39           | 0          |
| 8                          | Laptops(3) & monitor(3) SS,TA,DN         | 7/01/17                | 4,148        | 830          | 0          |
| 9                          | Printer/Copier                           | 5/02/19                | 1,795        | 257          | 0          |
| 10                         | Laptop for Erika                         | 6/30/20                | 853          | 171          | 0          |
|                            | <b>Total Other Depreciation</b>          |                        | <u>7,849</u> | <u>1,297</u> | <u>0</u>   |
|                            | <b>Total ACRS and Other Depreciation</b> |                        | <u>7,849</u> | <u>1,297</u> | <u>0</u>   |
|                            | <b>Grand Totals</b>                      |                        | <u>7,849</u> | <u>1,297</u> | <u>0</u>   |



|                                      |   |             |
|--------------------------------------|---|-------------|
| Form <b>990</b>                      | <b>Event Income and Deduction Worksheet</b> | <b>2019</b> |
| Description <b>Fundraising event</b> |   |             |

|  |   |
|--|---|
| Name<br><b>Kalamazoo County Ready 4s</b> | Taxpayer Identification Number<br><b>27-3342489</b> |
|--|---|

Use this worksheet to verify data entered for a specific activity on your form 990/990EZ

**Income & Expense Summary:**

|   |     |            |
|---|-----|------------|
| 1. Gross receipts or sales                        | 1.  | <b>240</b> |
| 2. Advertising income                             | 2.  |            |
| 3. Circulation income                             | 3.  |            |
| 4. Other income                                   | 4.  |            |
| 5. Returns and allowances                         | 5.  |            |
| 6. Contributions received                         | 6.  |            |
| 7. <b>Total revenue.</b> Add lines 1 through 6    | 7.  | <b>240</b> |
| 8. Cost of Goods Sold                             | 8.  |            |
| 9. Employment Expense                             | 9.  |            |
| 10. Fees for services                             | 10. |            |
| 11. Indirect Expense                              | 11. |            |
| 12. Depreciation Expense                          | 12. |            |
| 13. Exempt Activity Expense                       | 13. |            |
| 14. Fundraising Expense                           | 14. |            |
| 15. <b>Total expenses.</b> Add lines 8 through 14 | 15. |            |
| 16. <b>Net Income/Loss.</b> Line 7 minus Line 15  | 16. | <b>240</b> |

**Expense Details - Indirect Expense:**

|                                  |       |
|----------------------------------|-------|
| Advertising and promotion        | _____ |
| Office                           | _____ |
| Printing/publication/postage     | _____ |
| Info technology/Maintenance      | _____ |
| Royalties & License Fees         | _____ |
| Occupancy/Real Estate Taxes      | _____ |
| Travel & Repairs                 | _____ |
| Travel/entertainment (officials) | _____ |
| Conferences/meetings             | _____ |
| Interest                         | _____ |
| Insurance                        | _____ |
| <b>Total Indirect Expense</b>    | _____ |

**Expense Details - Depreciation Expense:**

|                                   |       |
|-----------------------------------|-------|
| On investment property            | _____ |
| On non-investment property        | _____ |
| Amortization                      | _____ |
| Depletion                         | _____ |
| <b>Total Depreciation Expense</b> | _____ |

**Expense Details - Exempt Activity Expense:**

|                                      |       |
|--------------------------------------|-------|
| Repairs and Maintenance              | _____ |
| Bad debts                            | _____ |
| Taxes/licenses                       | _____ |
| Charitable contributions             | _____ |
| Dividend recd deductions             | _____ |
| Readership costs                     | _____ |
| Other expenses                       | _____ |
| <b>Total Exempt Activity Expense</b> | _____ |

**Expense Details - Fundraising Expense:**

|                                  |       |
|----------------------------------|-------|
| Cash prizes                      | _____ |
| Non-cash prizes                  | _____ |
| Rent and facility costs          | _____ |
| Food & beverages (Part II only)  | _____ |
| Entertainment (Part II only)     | _____ |
| Other direct expenses            | _____ |
| <b>Total Fundraising Expense</b> | _____ |

**Expense Details - Cost of Goods Sold:**

|                                 |       |
|---------------------------------|-------|
| Beginning inventory             | _____ |
| Purchases                       | _____ |
| Labor                           | _____ |
| Section 263A costs              | _____ |
| Other costs                     | _____ |
| Ending inventory                | _____ |
| <b>Total Cost of Goods Sold</b> | _____ |

**Expense Details - Employment Expense:**

|                                 |       |
|---------------------------------|-------|
| Compensation of officers        | _____ |
| Other salaries and wages        | _____ |
| Pension plan contributions      | _____ |
| Other employee benefits         | _____ |
| Payroll taxes                   | _____ |
| <b>Total Employment Expense</b> | _____ |

**Expense Details - Fees for Services:**

|                                |       |
|--------------------------------|-------|
| Management                     | _____ |
| Legal                          | _____ |
| Accounting                     | _____ |
| Lobbying                       | _____ |
| Professional fundraising       | _____ |
| Investment management          | _____ |
| Other                          | _____ |
| <b>Total Fees for Services</b> | _____ |

**Information is indicated for use on Form 990-T schedule:**

- Schedule E
- Schedule F
- Schedule G
- Schedule I
- Schedule J

**Allocation of Expense to Program Service Accomplishments:**

|           |       |
|-----------|-------|
| First     | _____ |
| Second    | _____ |
| Third     | _____ |
| All other | _____ |

|  |                                   |                        |
|--|-----------------------------------|------------------------|
| Form <b>990</b>  | <b>Two Year Comparison Report</b> | <b>2018 &amp; 2019</b> |
| For calendar year 2019, or tax year beginning <b>07/01/19</b> , ending <b>06/30/20</b> |                                   |                        |

Name

Taxpayer Identification Number

**Kalamazoo County Ready 4s****27-3342489**

|  |  | 2018                 | 2019             | Differences     |
|--|--|----------------------|------------------|-----------------|
| <b>R<br/>e<br/>v<br/>e<br/>n<br/>u<br/>e</b>   | 1. Contributions, gifts, grants                                | 1. <b>823,669</b>    | <b>1,097,402</b> | <b>273,733</b>  |
|  | 2. Membership dues and assessments                             | 2.                   |                  |                 |
|  | 3. Government contributions and grants                         | 3.                   |                  |                 |
|  | 4. Program service revenue                                     | 4.                   |                  |                 |
|  | 5. Investment income   | 5. <b>12,579</b>     | <b>16,278</b>    | <b>3,699</b>    |
|  | 6. Proceeds from tax exempt bonds                              | 6.                   |                  |                 |
|  | 7. Net gain or (loss) from sale of assets other than inventory | 7. <b>-588</b>       |                  | <b>588</b>      |
|  | 8. Net income or (loss) from fundraising events                | 8. <b>13,030</b>     | <b>240</b>       | <b>-12,790</b>  |
|  | 9. Net income or (loss) from gaming                            | 9.                   |                  |                 |
|  | 10. Net gain or (loss) on sales of inventory                   | 10.                  |                  |                 |
|  | 11. Other revenue  | 11.                  |                  | <b>1,950</b>    |
|  | 12. <b>Total revenue.</b> Add lines 1 through 11               | 12. <b>848,690</b>   | <b>1,115,870</b> | <b>267,180</b>  |
| <b>E<br/>x<br/>p<br/>e<br/>n<br/>s<br/>e<br/>s</b>   | 13. Grants and similar amounts paid                            | 13. <b>774,303</b>   | <b>1,010,627</b> | <b>236,324</b>  |
|  | 14. Benefits paid to or for members                            | 14.                  |                  |                 |
|  | 15. Compensation of officers, directors, trustees, etc.        | 15. <b>106,701</b>   | <b>103,324</b>   | <b>-3,377</b>   |
|  | 16. Salaries, other compensation, and employee benefits        | 16. <b>333,407</b>   | <b>374,483</b>   | <b>41,076</b>   |
|  | 17. Professional fundraising fees                              | 17.                  |                  |                 |
|  | 18. Other professional fees                                    | 18. <b>14,759</b>    | <b>15,938</b>    | <b>1,179</b>    |
|  | 19. Occupancy, rent, utilities, and maintenance                | 19. <b>34,671</b>    | <b>35,720</b>    | <b>1,049</b>    |
|  | 20. Depreciation and Depletion                                 | 20. <b>1,247</b>     | <b>1,125</b>     | <b>-122</b>     |
|  | 21. Other expenses   | 21. <b>79,771</b>    | <b>126,342</b>   | <b>46,571</b>   |
|  | 22. <b>Total expenses.</b> Add lines 13 through 21             | 22. <b>1,344,859</b> | <b>1,667,559</b> | <b>322,700</b>  |
|  | 23. <b>Excess or (Deficit).</b> Subtract line 22 from line 12  | 23. <b>-496,169</b>  | <b>-551,689</b>  | <b>-55,520</b>  |
| <b>O<br/>t<br/>h<br/>e<br/>r<br/>I<br/>n<br/>f<br/>o<br/>r<br/>m<br/>a<br/>t<br/>i<br/>o<br/>n</b> | 24. Total exempt revenue                                       | 24. <b>848,690</b>   | <b>1,115,870</b> | <b>267,180</b>  |
|  | 25. Total unrelated revenue                                    | 25. <b>4,080</b>     |                  | <b>-4,080</b>   |
|  | 26. Total excludable revenue                                   | 26. <b>20,941</b>    | <b>18,468</b>    | <b>-2,473</b>   |
|  | 27. Total assets   | 27. <b>3,518,274</b> | <b>3,053,036</b> | <b>-465,238</b> |
|  | 28. Total liabilities  | 28. <b>7,861</b>     | <b>92,937</b>    | <b>85,076</b>   |
|  | 29. Retained earnings  | 29. <b>3,510,413</b> | <b>2,960,099</b> | <b>-550,314</b> |
|  | 30. Number of voting members of governing body                 | 30. <b>15</b>        | <b>15</b>        |                 |
|  | 31. Number of independent voting members of governing body     | 31. <b>15</b>        | <b>15</b>        |                 |
|  | 32. Number of employees  | 32. <b>21</b>        | <b>24</b>        |                 |
| 33. Number of volunteers   | 33. <b>70</b>  | <b>70</b>            |                  |                 |

|  |                                   |                        |
|--|-----------------------------------|------------------------|
| Form <b>990T</b>   | <b>Two Year Comparison Report</b> | <b>2018 &amp; 2019</b> |
| For calendar year 2019, or tax year beginning <b>07/01/19</b> , ending <b>06/30/20</b> |                                   |                        |

Name

Taxpayer Identification Number

**Kalamazoo County Ready 4s****27-3342489**

|   |   | 2018         | 2019         | Differences   |               |
|---|---|--------------|--------------|---------------|---------------|
| <b>Revenue</b>  | 1. Gross profit/loss on business activities                           | 1.           |              |               |               |
|   | 2. Capital gains/losses   | 2.           |              |               |               |
|   | 3. Income/loss from partnerships and S corporations                   | 3.           |              |               |               |
|   | 4. Rent income (net of expense)                                       | 4.           |              |               |               |
|   | 5. Unrelated debt-financed income (net of expense)                    | 5.           |              |               |               |
|   | 6. Income from controlled organizations (net of expense)              | 6.           |              |               |               |
|   | 7. Section 501(c)(7)(9)(17) organization income (net of expense)      | 7.           |              |               |               |
|   | 8. Exploited exempt activity income (net of expense)                  | 8.           |              |               |               |
|   | 9. Advertising income (net of expense)                                | 9.           |              |               |               |
|   | 10. Other income  | 10.          | 4,080        |               | -4,080        |
|   | <b>11. Total trade or business income.</b> Combine lines 1 through 10 | <b>11.</b>   | <b>4,080</b> |               | <b>-4,080</b> |
| <b>Expenses</b>                                       | 12. Compensation of officers, directors, and trustees                 | 12.          |              |               |               |
|   | 13. Other salaries and wages  | 13.          |              |               |               |
|   | 14. Repairs and maintenance   | 14.          |              |               |               |
|   | 15. Bad debts   | 15.          |              |               |               |
|   | 16. Interest  | 16.          |              |               |               |
|   | 17. Taxes and licenses  | 17.          |              |               |               |
|   | 18. Charitable contributions  | 18.          |              |               |               |
|   | 19. Depreciation and Depletion  | 19.          |              |               |               |
|   | 20. Contributions to deferred compensation plans                      | 20.          |              |               |               |
|   | 21. Employee benefit programs   | 21.          |              |               |               |
|   | 22. Other deductions  | 22.          |              |               |               |
|   | <b>23. Total deductions.</b> Add lines 12 through 22                  | <b>23.</b>   |              |               |               |
|   | <b>24. Net income (990T/first activity);</b> Subtract line 23 from 11 | <b>24.</b>   | <b>4,080</b> |               | <b>-4,080</b> |
|   | 25. Number of unrelated business activities for this return           | 25.          | 1            |               | -1            |
| 26. Unrelated business taxable income from all trades | 26.   | 4,080        |              | -4,080        |               |
| 27. Disallowed employee fringe benefits               | 27.   |              |              |               |               |
| 28. Charitable contributions                          | 28.   |              |              |               |               |
| <b>29. Taxable income before NOL loss</b>             | <b>29.</b>  | <b>4,080</b> |              | <b>-4,080</b> |               |
| 30. Net operating loss (pre-2018)                     | 30.   |              |              |               |               |
| 31. Specific deduction                                | 31.   | 1,000        | 1,000        |               |               |
| <b>32. Unrelated business taxable income.</b>         | <b>32.</b>  | <b>3,080</b> |              | <b>-3,080</b> |               |
| <b>Tax &amp; Credits</b>                              | 33. Income tax (corporate or trust)                                   | 33.          | 647          | -647          |               |
|   | 34. Proxy tax   | 34.          |              |               |               |
|   | 35. Other taxes   | 35.          |              |               |               |
|   | <b>36. Total taxes</b>  | <b>36.</b>   | <b>647</b>   |               | <b>-647</b>   |
|   | 37. Other credits   | 37.          |              |               |               |
|   | 38. General business credit   | 38.          |              |               |               |
|   | 39. Credit for prior year minimum tax                                 | 39.          |              |               |               |
|   | <b>40. Total credits</b>  | <b>40.</b>   |              |               |               |
|   | <b>41. Net tax after credits</b>                                      | <b>41.</b>   | <b>647</b>   |               | <b>-647</b>   |
|   | 42. Recapture taxes and 965 tax                                       | 42.          |              |               |               |
| <b>43. Total Taxes</b>                                | <b>43.</b>  | <b>647</b>   |              | <b>-647</b>   |               |
| <b>Due/Refund</b>                                     | 44. Prior year overpayment and estimated tax payments                 | 44.          |              | 720           | 720           |
|   | 45. Payment made with extension                                       | 45.          |              |               |               |
|   | 46. Backup withholding and foreign withholding                        | 46.          |              |               |               |
|   | 47. Other payments  | 47.          |              |               |               |
|   | <b>48. Total payments</b>   | <b>48.</b>   |              | <b>720</b>    | <b>720</b>    |
|   | <b>49. Balance due/(Overpayment)</b>                                  | <b>49.</b>   | <b>647</b>   | <b>-720</b>   | <b>-1,367</b> |
|   | 50. Overpayment applied to next year                                  | 50.          |              |               |               |
|   | 51. Penalties   | 51.          | 27           |               | -27           |
|   | <b>52. Total due/(Refund)</b>   | <b>52.</b>   | <b>674</b>   | <b>-720</b>   | <b>-1,394</b> |

|                 |                           |             |
|-----------------|---------------------------|-------------|
| Form <b>990</b> | <b>Tax Return History</b> | <b>2019</b> |
|-----------------|---------------------------|-------------|

|  |   |
|--|---|
| Name<br><b>Kalamazoo County Ready 4s</b> | Employer Identification Number<br><b>27-3342489</b> |
|--|---|

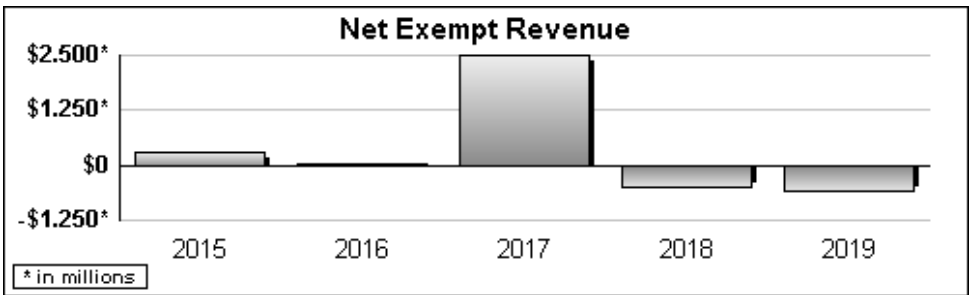
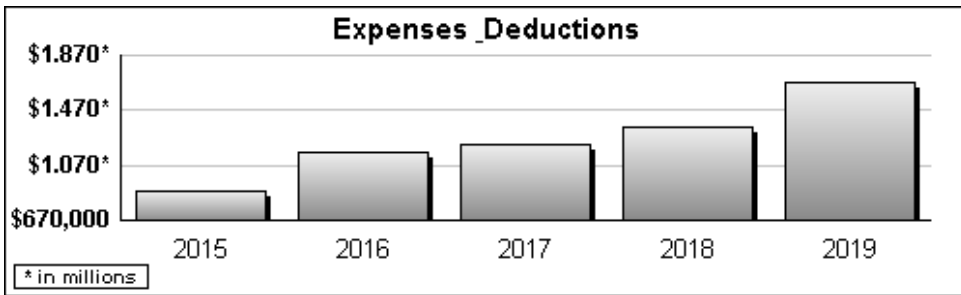
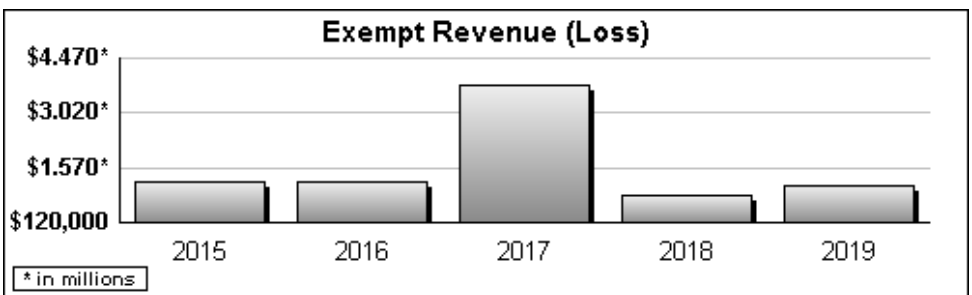
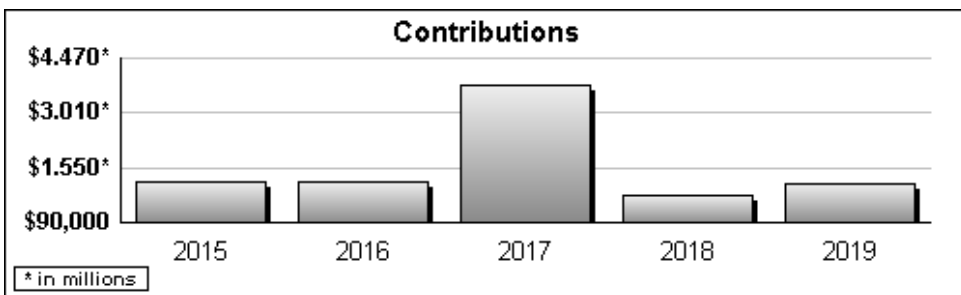
|   | 2015             | 2016             | 2017             | 2018             | 2019             | 2020 |
|---|------------------|------------------|------------------|------------------|------------------|------|
| Contributions, gifts, grants .....      | 1,184,761        | 1,187,444        | 3,741,220        | 823,669          | 1,097,402        |      |
| Membership dues .....                   |                  |                  |                  |                  |                  |      |
| Program service revenue .....           |                  |                  |                  |                  |                  |      |
| Capital gain or loss .....              |                  |                  |                  | -588             |                  |      |
| Investment income .....                 | 694              | 1,165            | 1,315            | 12,579           | 16,278           |      |
| Fundraising revenue (income/loss) ..... |                  |                  |                  | 13,030           | 240              |      |
| Gaming revenue (income/loss) .....      |                  |                  |                  |                  |                  |      |
| Other revenue .....                     | 50               | 525              | 312              |                  | 1,950            |      |
| <b>Total revenue</b> .....              | <b>1,185,505</b> | <b>1,189,134</b> | <b>3,742,847</b> | <b>848,690</b>   | <b>1,115,870</b> |      |
| Grants and similar amounts paid .....   | 404,477          | 636,494          | 600,462          | 774,303          | 1,010,627        |      |
| Benefits paid to or for members .....   |                  |                  |                  |                  |                  |      |
| Compensation of officers, etc. ....     | 106,335          | 108,404          | 103,750          | 106,701          | 103,324          |      |
| Other compensation .....                | 250,072          | 258,242          | 313,730          | 333,407          | 374,483          |      |
| Professional fees .....                 | 18,846           | 24,414           | 38,325           | 14,759           | 15,938           |      |
| Occupancy costs .....                   | 20,446           | 19,763           | 24,291           | 34,671           | 35,720           |      |
| Depreciation and depletion .....        | 1,121            | 508              | 1,205            | 1,247            | 1,125            |      |
| Other expenses .....                    | 74,466           | 114,756          | 144,782          | 79,771           | 126,342          |      |
| <b>Total expenses</b> .....             | <b>875,763</b>   | <b>1,162,581</b> | <b>1,226,545</b> | <b>1,344,859</b> | <b>1,667,559</b> |      |
| <b>Excess or (Deficit)</b> .....        | <b>309,742</b>   | <b>26,553</b>    | <b>2,516,302</b> | <b>-496,169</b>  | <b>-551,689</b>  |      |
| <b>Total exempt revenue</b> .....       | <b>1,185,505</b> | <b>1,189,134</b> | <b>3,742,847</b> | <b>848,690</b>   | <b>1,115,870</b> |      |
| Total unrelated revenue .....           |                  |                  |                  | 4,080            |                  |      |
| Total excludable revenue .....          | 744              | 1,690            | 1,627            | 20,941           | 18,468           |      |
| Total Assets .....                      | 1,461,998        | 1,492,459        | 4,037,582        | 3,518,274        | 3,053,036        |      |
| Total Liabilities .....                 | 401              | 4,309            | 32,634           | 7,861            | 92,937           |      |
| Net Fund Balances .....                 | 1,461,597        | 1,488,150        | 4,004,948        | 3,510,413        | 2,960,099        |      |

Form **990T** **Tax Return History** **2019**

Name **Kalamazoo County Ready 4s** Employer Identification Number  
**27-3342489**

\* Income shown net of expenses

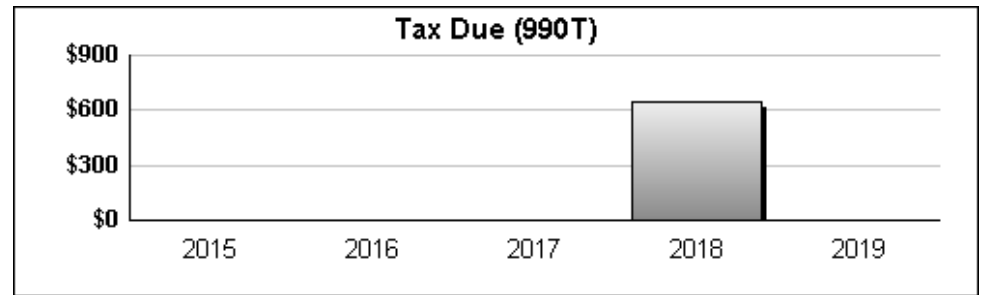
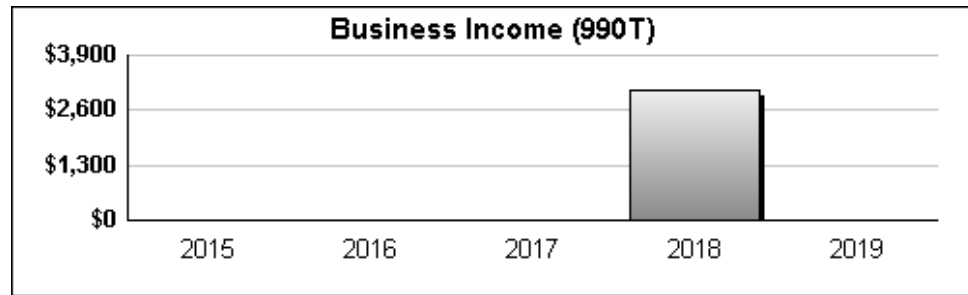
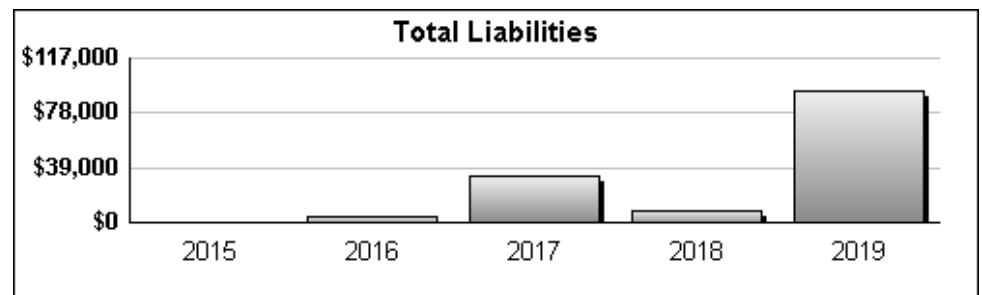
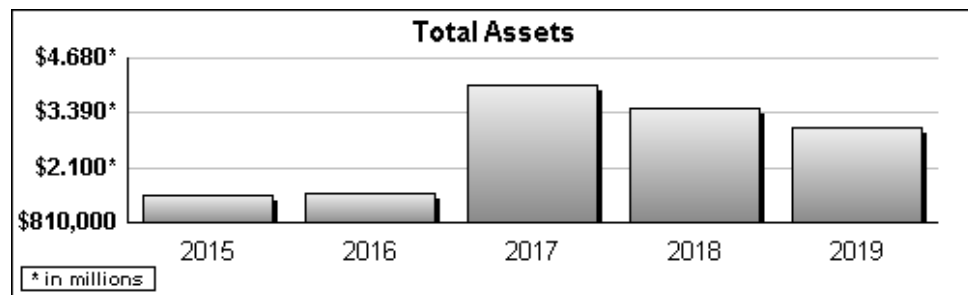
|  | 2015 | 2016 | 2017 | 2018  | 2019 | 2020 |
|--|------|------|------|-------|------|------|
| Business activity profit/loss .....              |      |      |      |       |      |      |
| Capital gains/losses .....                       |      |      |      |       |      |      |
| Partner and S Corp gain/loss .....               |      |      |      |       |      |      |
| Rental income* .....                             |      |      |      |       |      |      |
| Debt-financed income* .....                      |      |      |      |       |      |      |
| Controlled organizations income/interest* .....  |      |      |      |       |      |      |
| Investment income, specific organizations* ..... |      |      |      |       |      |      |
| Exploited exempt activity income* .....          |      |      |      |       |      |      |
| Other income .....                               |      |      |      | 4,080 |      |      |
| <b>Total trade or business income.</b> .....     |      |      |      | 4,080 |      |      |
| Compensation of officers, ect. ....              |      |      |      |       |      |      |
| Other salaries and wages .....                   |      |      |      |       |      |      |
| Repairs and maintenance .....                    |      |      |      |       |      |      |
| Bad debts .....                                  |      |      |      |       |      |      |
| Interest .....                                   |      |      |      |       |      |      |
| Taxes and licenses .....                         |      |      |      |       |      |      |
| Charitable contributions .....                   |      |      |      |       |      |      |
| Depreciation and Depletion .....                 |      |      |      |       |      |      |
| Deferred compensation plans .....                |      |      |      |       |      |      |
| Employee benefit programs .....                  |      |      |      |       |      |      |



|                  |                           |             |
|------------------|---------------------------|-------------|
| Form <b>990T</b> | <b>Tax Return History</b> | <b>2019</b> |
|------------------|---------------------------|-------------|

|  |   |
|--|---|
| Name<br><b>Kalamazoo County Ready 4s</b> | Employer Identification Number<br><b>27-3342489</b> |
|--|---|

|                                     | 2015 | 2016 | 2017 | 2018  | 2019  | 2020 |
|-------------------------------------|------|------|------|-------|-------|------|
| Other deductions .....              |      |      |      |       |       |      |
| Net income (990T/first activity)    |      |      |      | 4,080 |       |      |
| UBTI from all trades                | 0    | 0    | 0    | 4,080 | 0     |      |
| Taxable employee fringe benefits    |      |      |      |       |       |      |
| Charitable contributions            |      |      |      |       |       |      |
| Net operating loss deduction        |      |      |      |       |       |      |
| Specific deduction                  |      |      |      | 1,000 | 1,000 |      |
| Income after expense and deductions |      |      |      | 3,080 |       |      |
| Income tax (corporate or trust)     |      |      |      | 647   |       |      |
| Other taxes                         |      |      |      |       |       |      |
| <b>Total taxes</b>                  |      |      |      | 647   |       |      |
| General business credit             |      |      |      |       |       |      |
| Other credits                       |      |      |      |       |       |      |
| <b>Net tax after credits</b>        |      |      |      | 647   |       |      |
| Estimated tax payments              |      |      |      |       | 720   |      |
| Other payments                      |      |      |      |       |       |      |
| <b>Balance due/Overpayment</b>      |      |      |      | 647   | -720  |      |



**Federal Statements****Taxable Interest on Investments**

| <u>Description</u> | <u>Amount</u>           | <u>Unrelated<br/>Business</u> | <u>Exclusion<br/>Code</u> | <u>Postal<br/>Code</u> | <u>Acquired after<br/>6/30/75</u> | <u>US<br/>Obs (\$ or %)</u> |
|--------------------|-------------------------|-------------------------------|---------------------------|------------------------|-----------------------------------|-----------------------------|
| Interest Income    | \$ <u>16,278</u>        |                               | 14                        |                        |                                   |                             |
| Total              | \$ <u><u>16,278</u></u> |                               |                           |                        |                                   |                             |

11790 Kalamazoo County Ready 4s

27-3342489

FYE: 6/30/2020

## Federal Statements

### Form 990, Part IX, Line 24e - All Other Expenses

| <u>Description</u>        | <u>Total Expenses</u> | <u>Program Service</u> | <u>Management &amp; General</u> | <u>Fund Raising</u> |
|---------------------------|-----------------------|------------------------|---------------------------------|---------------------|
| MISCELLANEOUS             | \$ 7,352              | \$                     | \$ 7,352                        | \$                  |
| EQUIPMENT/ FACILITY UPGRA | 4,814                 | 2,408                  | 1,203                           | 1,203               |
| PARENT ENGAGEMENT         | 2,263                 | 2,263                  |                                 |                     |
| FUNDRAISING               | 1,788                 |                        |                                 | 1,788               |
| Total                     | <u>\$ 16,217</u>      | <u>\$ 4,671</u>        | <u>\$ 8,555</u>                 | <u>\$ 2,991</u>     |



11790 Kalamazoo County Ready 4s

27-3342489

FYE: 6/30/2020

## Federal Statements

### Schedule A, Part II - Unusual Grants

| <u>Name</u>      | <u>Date</u> | <u>Amount</u>         | <u>Description</u> |
|------------------|-------------|-----------------------|--------------------|
| Stryker Johnston |             | \$ _____              | Multi-year grant   |
| Total            |             | \$ <u>          0</u> |                    |

### Schedule A, Part II, Line 1(e)

| <u>Description</u>  | <u>Amount</u>       |
|---------------------|---------------------|
| Federated Campaigns | \$ 5,567            |
| Other contributions | <u>1,091,835</u>    |
| Total               | \$ <u>1,097,402</u> |

**Federal Statements****Schedule A, Part II, Line 5 - Excess Gifts**

| <u>Donor Name</u>                 | <u>Total</u>        | <u>Excess</u>     |
|-----------------------------------|---------------------|-------------------|
| PNC Financial Services Group      | \$ 152,218          | \$ 45,427         |
| Irving S. Gilmore Foundation      | 500,000             | 393,209           |
| Stephen & Shirley Johnson         | 35,000              |                   |
| Harold & Grace Upjohn Foundation  | 125,000             | 18,209            |
| Vandalson foundation              | 160,000             | 53,209            |
| Parish Foundation                 | 6,000               |                   |
| Elizabeth Upjohn Charitable Trust | 6,000               |                   |
| Dorothy Dalton Foundation         | 60,000              |                   |
| Stryker Foundation                | 110,000             | 3,209             |
| Degroot Family Foundation         | 150,000             | 43,209            |
| Okun Foundation                   | 75,000              |                   |
| WE Upjohn Institute               | 6,000               |                   |
| Old National Bank                 | 5,000               |                   |
| Jim Gilmore Foundation            | 18,000              |                   |
| The Connable Office               | 15,000              |                   |
| Northwood Group                   | 30,000              |                   |
| Kendall & Susan Warren            | 8,000               |                   |
| Laurie Young                      | 10,000              |                   |
| Ann Fergemann                     | 8,000               |                   |
| Total                             | <u>\$ 1,479,218</u> | <u>\$ 556,472</u> |

11790 Kalamazoo County Ready 4s

27-3342489

FYE: 6/30/2020

## Federal Statements

### Schedule A, Part II, Line 8(e)

| Description     | Amount    |
|-----------------|-----------|
| Interest Income | \$ 16,278 |
| Total           | \$ 16,278 |

### Schedule A, Part II, Line 10(e)

| Description       | Amount   |
|-------------------|----------|
| Admin fee         | \$ 1,950 |
| Fundraising event | 240      |
| Total             | \$ 2,190 |