

PacMtn Workforce Development Council

Board Meeting Agenda

Thursday, March 28, 2019 ▪ 1:30 - 4:00 pm

Location ▪ Olympic College, Shelton Campus

Zoom: <https://zoom.us/j/437611216> 1-669-900-6833

Meeting ID: 437 611 216



I. Welcome & Leadership Reports (Duane Evans)

A. Welcome, Establish Quorum & Review Today's Agenda

B. Board Chair Report

C. CEO Report (Cheryl Fambles)

II. Action: Consent Agenda

The Consent Agenda is a SINGLE item for Board consideration that encompasses items the Board would typically approve with little comment. Procedural items such as approval of Minutes, or other legal or housekeeping items are appropriate for a Consent Agenda. There can be explanation of items, but there is no discussion of the Consent Agenda. If discussion is warranted or requested ANY item can be immediately removed and placed on the regular Agenda for full board discussion.

A. Action Item: Motion to Approve

- Minutes from December 2018 Meeting and Retreat
- Quarterly Financials
- PY17 990 Tax Statement
- Opioid Use Reduction and Recovery (OURR) Eligibility Policy
- On-Site Representation and Customer Referral Policy

I. Strategic Discussions

A. Follow-up from January Board Retreat

II. Committee & Task Force Updates (Task Force Leads)

A. Executive Finance Committee

B. One Stop Committee

C. Targeted Populations

D. Business and Sector Engagement (BaSE)

E. Adult Basic Education & Literacy (ABEL)

III. Board Learning Feature Topics

A. Skills USA Short Video

B. WorkSource Short Video: Veteran Transition Support

IV. Good of the Order & Announcements

Upcoming Meetings

Date	Location
May 23 Budget Workshop	TBD
June 27 WorkSource Certification Approvals / PY19 Preliminary Budget Approval	TBD
September 26	TBD
November 14 PY19 Final Budget Approval	TBD
December 13 Year End Celebration	TBD

2015-2019 WDC Members

Name	Business/Organization	Representation
1. Duane Evans	Port Blakely U.S. Forestry	Business: Wood Products Manufacturing
2. Jonathan Pleger	Morningside	CBO/Serves Disabled Populations
3. Alissa Shay	Port of Grays Harbor	Business: Logistics Cross Sector
4. Dru Garson	Greater Grays Harbor	Business: Economic Development
5. Derek Epps	Seattle Shellfish	Business: Aquaculture/Food Production
6. Jacquelin Earley	Sierra Pacific	Business: Wood Products Manufacturing
7. Steve Rogers	Pacific County Historical Society & Museum	Business: Tourism & Recreation
8. Jim Sayce	Pacific County EDC	Business: Economic Development
9. Michael Cade	Thurston County EDC	Business: Economic Development
10. David Schaffert	Thurston County Chamber	Business: Private Sector Enterprise
11. Vacant	Employment Security Dept.	Wagner-Peyser Employment Service
12. Kairie Pierce	WA State Labor Council	Labor Organization
13. Cheryl Heywood	Timberland Regional Library	CBO/Serves All Populations
14. Dr. Jim Minkler	Grays Harbor College	Post-Secondary Higher Education
15. Mike Hickman	Educational School District #113	K-12 Education
16. Bob Guenther	Thurston, Lewis, Mason Counties Labor Council	Organized Labor
17. Paul Vertrees	DSHS/DVR	Vocational Rehab
18. Jason Reed	DSHS/Community Services	TANF-DSHS
19. Vacant		ABE: Regional
20. Bob Hitt	Toad Hall Cranberry Farms	Business: Food Production
21. Vacant		Business: Life Sciences

22. Bill Sullivan	Education Technology Solutions Consultant	Business: Private Business
23. Peter Lahmann	Port of Centralia Port Commissioner	Business: Economic Development
24. Diana Murphy	Intermountain Staffing	Business: Staffing
25. Jennifer Baria	Mason County EDC	Business: Economic Development
26. Christina Riley	Construction Marketing Rep	Labor-Apprenticeship

Board Member Activities and Alerts

- **BaSE (Business and Sector Engagement) Committee** comprised of the EDC's and PacMtn Staff met to discuss next steps with updating the Cluster Analysis report. **A draft RFP has been written, and will be released on Monday, March 11th.** We expect a final report to come in the first quarter of the new program year. As a part of the release, PacMtn will work with the committee and the contractor to host a larger community meeting to release the report, and to report out on additional data that impacts the future of our regional workforce. The date is yet to be confirmed.

PacMtn also launched the **Future of Work – Employee Development Program**. Previously, this work was *incumbent worker training*. We have already started receiving requests, and have approved projects in all 5 of the counties. Over the month of March, staff and representatives from the Thurston Chamber, our B2B contractor, will be working to put the final pieces in place to enable employers to host their trainings—developing employees in ways that benefit them, the company, and the economy.

- **Targeted Populations Committee** will have a new senior staff support person beginning March 14. Jage Curl will meet with Kairie and David before Stacey fully retires and be in training over the next number of weeks to familiarize himself with his new areas of responsibility. He will be introduced at the March 28 Board Meeting.
- **Adult Basic Education and Learning (ABEL) Committee** needs a Leader and staff will be working with agencies and individuals in this community of practice to identify a person to sit on the Board. That same individual could lead ABEL or, it could be a different Board Member. Thoughts or discussion on who might be interested and appropriate should be shared with Cheryl or Corinne.

Please see the attached **Performance Targets** for 2018-2019 Title 1 Dislocated, Adult, and Youth Services. PacMtn has historically been a strong performer meeting all targets. The largest hurdle to date has been the MIS system debacles and a complete inability to have confidence in the data and to produce reports for the entities that have historically been required to achieve these outcomes. Direction from the State and Dept. of Labor has been limited on how the other partners who are now also held to this WDA-wide metric—DVR, ABE and Wagner Peyser, to name a few, will be managed in achievement of this metric. New players to the WIOA performance world are challenged even more. Over the next year, the Board will need a strategy as 2020 begins the year when performance may be tied to funding or other monitoring accountabilities.

PacMtn is continuing in an **appeal of Washington State Department of Commerce WorkFirst Request for Qualifications (RFQ)**. They have deemed our application as ineligible for review for failure to submit a Notice of Intent by the due date of that specialized timeline. We met the overall submission timeline, but missed the extra hoop. We cited communication failures and lack of quality

management of the process. We have held that contract nearly 20 years. They acknowledge Pacific Mountain as a valued contractor consistently providing high quality services to WorkFirst participants. We are continuing to ask consideration given that history of performance, but they have been to date unwilling, citing fairness to all who did follow the requirements. The contract represents \$1.6 million annually, with 6 impacted staff. The bid awards are to be announced March 15. We will keep the Board apprised of the outcome of the appeal and our negotiations.

Program News

The Future of Work Task Force is made up a wide range of stakeholders from the legislative branch, the executive branch, state agencies, community and technical colleges, workforce development councils, other education, non-profits, and the private sector. An initial report is now available <http://www.wtb.wa.gov/Documents/FutureofWork2018Report.pdf>. This group is addressing the issue that our talent pipeline development systems (education, training, supports) are designed for a different industrial economy. These systems must transform itself to align with transformations in the economy. "Futureproof" businesses and citizens prepare them to compete in any economy by seizing opportunities to reskill through a lifelong career pathway that is flexible/customizable.

January 15 South Sound Business ran a very positive article celebrating "[Camo2Commerce Program Ends but Impact Remains at JBLM](#)".

PacMtn WDA was recognized for Outstanding Performance (for the quarter ending September 30, 2018). A letter from ESD states "strong performance on the outcomes shown below from your WIOA Title I grants and discretionary contracts. Please thank your entire team for the hard work and professionalism they put into making this happen!"

Outcome	Target	Actual	% of Target
WIOA Adult Employments	98	1,003	1023%
WIOA Adult Enrollments	150	1,330	887%
CCWA Comprehensive Internship	19	22	116%
CCWA Career Connected Learning	136	325	239%

This is the second year in a row the number have been so high. Much of this exceptionally high achievement is owing to the commitment to co-register individuals and to work together with other system partners located in the WorkSource.

Changing Lives

Recently the **Shelton McDonald's** tore down and rebuilt their store and the Mason team stepped up to meet and exceed their hiring needs. An ESD staff reached out to the Project Manager and referred the opportunity to the Business Solutions Coordinator. The Mason team handed out 100 applications and over the days of December 12, 13, 19 & 20 there were 93 interviews at the WorkSource center

CEO HIGHLIGHTS

March 2019

and 21 were hired. WorkSource also served as an orientation/training pickup site for the youth who were hired and 43% of those hired had engaged with WorkSource before and/or were in programs. For those not hired, the team discussed an outreach plan to recruit those job seekers to provide additional services.

Letter **applauding My JOB staff...** "In my position as Attendance Secretary at Green Hill Academic School, I have observed the MyJOB program in action on our campus. Instructors Immanuel Garraway and Camden Sahlinger have developed a good rapport with residents. I am impressed with the lessons, direction and encouragement they offer to students. The experience of writing a resume and cover letters is developing important skills for these young men. Thank you for your part in providing this excellent opportunity to our residents."

Shelton School hosts Construction Skills USA

https://drive.google.com/file/d/1Rk1E59_1zpcCh-AHWeR4eR47HZgVFglx/view?usp=sharing



STATE OF WASHINGTON
WORKFORCE TRAINING AND EDUCATION COORDINATING BOARD

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05 October 2018

Cheryl Fambles
Chief Executive Officer
Pacific Mountain Workforce Development Council
150 Irving Street SW
Tumwater, WA 98512
(360) 704-3568
cheryl@pacmtn.org

Dear Cheryl Fambles,

This letter finalizes the agreed upon Program Year 2018 and 2019 Workforce Innovation and Opportunity Act (WIOA) performance targets for the Pacific Mountain Workforce Development Council in Washington. Following a review of the proportionate adjustment models based on a baseline of state-level performance targets, data supporting the proposed local performance targets, and subsequent discussions with State staffs and local area representatives, we are confirming the final performance targets as follows:

WIOA Adult

Performance Measure	2018 Proposed Target	2019 Proposed Target
Employment Rate 2 nd Quarter After Exit	66.2%	67.1%
Employment Rate 4 th Quarter After Exit	65.5%	66.4%
Median Earnings 2 nd Quarter After Exit	\$4,736	\$5,036
Credential Attainment Rate 2 nd Quarter After Exit	61.4%	63.4%

WIOA Dislocated Worker

Performance Measure	2018 Proposed Target	2019 Proposed Target
Employment Rate 2 nd Quarter After Exit	60.5%	61.3%
Employment Rate 4 th Quarter After Exit	57.9%	58.7%
Median Earnings 2 nd Quarter After Exit	\$6,094	\$6,444
Credential Attainment Rate 2 nd Quarter After Exit	64.8%	66.8%

WIOA Youth

Performance Measure	2018 Proposed Target	2019 Proposed Target
Employment Rate 2 nd Quarter After Exit	55.2%	56.1%
Employment Rate 4 th Quarter After Exit	52.1%	52.9%
Credential Attainment Rate 2 nd Quarter After Exit	51.7%	52.7%

Eleni Papadakis, Executive Director – Workforce Training and Education Coordinating Board

For any questions or concerns, please contact Dave Wallace at dave.wallace@wtb.wa.gov

PacMtn Workforce Development Council

WDC Meeting Notes

Thursday, December 13, 2018 • 1:00 – 4:00 pm

Thurston Economic Development Council



Board Member Attendees: Jonathan Pleger, Jacquelin Earley, Steve Rogers, Michael Cade, David Schaffert, Kairie Pierce, Cheryl Heywood, Paul Vertrees, Diana Murphy, Dawn Murphy, Christina Riley

Consortium Member Attendees: Commissioner Ross, Commissioner Hutchings, Commissioner Olsen

Staff: Cheryl Fambles, Bridget Lockling, Corinne Daffern, Sean Murphy, Vanessa Wasman

I. Welcome & Introductions

- A.** Establish Quorum & Review Today's Agenda - The meeting was called to order at 1:02 pm and quorum was not established. The agenda was reviewed and no changes were made.
- B.** Self-Introductions – The group went around the room and introduced themselves and what organization they represent.
- C.** 2019 WDC Meeting Schedule – The proposed 2018 WDC meeting schedule was reviewed and no changes were made. Duane asked the group if anyone had a preference on the location of future Board meetings. One member said they prefer Thurston County, while others indicated no preference.

II. Consent Agenda

- A.** Approval of November 2017 Board Minutes – Since quorum was not established, no action was taken on the minutes. These minutes will be placed on the March 2019 WDC meeting agenda for approval.

III. Board Learning Feature Topics

- A.** Reflections from the November WDC Meeting with Special Guest Employment Security Department Commissioner Suzi LeVine. Members were asked the following questions:
 - What did you learn from the Commissioner?
 - Learned about the bigger picture and got a better understanding of the system.
 - Enjoyed her comments about working in silos
 - Humility and hardships is recognized
 - Well grounded in reality and well aware of the system needs.
 - What other questions would you ask her if you had the chance? No other questions were asked here.

B. Feedback on the 2018 Regional Economic Expo – Members gave the following feedback about the Expo:

- Unsure if the intended goals were met
- Learned compelling data in workforce trends
- Missed the mark on the futurist; needed a more structured conversation
- Great speaker from SW Washington
- EDC presentation not as good; time could have been better spent on the breakout topics
- Next time provide more opportunity to attend more breakout sessions
- Audio was low quality
- Font was too small on the Power Points
- More focus on technology
- Morning session was good
- Need bigger sponsorships
- Breakouts were good, futurist was good
- Next time create mini traveling expos with lunch included
- Target business and community leaders

IV. Good of the Order Items & Announcements

- A.** Timberland Regional Library gave some timber revenue updates and that they now have over 30K streaming movies available online.

Meeting adjourned at 2:20 pm

The meeting adjourned and the group had an informal Year-End Celebration.

Submitted by: Vanessa Wasman, Administrative Assistant

PacMtn Workforce Development Council
Board Retreat Notes
Thursday, January 25, 2017 ▪ 8:00 – 4:00 pm
Hotel RL, Olympia



Board Member Attendees: Bob Hitt, Jim Larson, Mike Hickman, Paul Vertrees, Jim Minkler, David Schaffert, Dawn Murphy, Kairie Pierce, Duane Evans, Michael Cade, Peter Lahmann, Bob Guenther, Jacquelin Earley, Steve Rogers, Derek Epps, Dru Garson, Winfried Danke, Jason Reed

Consortium Member Attendees: Lisa Olsen, Randy Ross, Gary Stamper

Absent: Terri Drexler, John Hutchings, Anne Goranson

Staff: Cheryl Fambles, Bridget Lockling, Corinne Daffern, Sean Murphy, Stacey Anderson, Vanessa Wasman

Guests/Nominees: Bill Sullivan, Diana Murphy, Jason Robertson, Alysha Boysen (AmeriCorps), Nick Oppedahl (AmeriCorps)

I. Action Items & Strategic Discussions

A. Board Discussion: Year In Review – The Homework

- Package #1 Budget and Program Services Performance (Bridget Lockling) Revenue trajectory from PY11-PY16 was discussed showing the annual revenues categorized by the various funds (WIOA Formula, Discretionary, Commerce, WorkFirst, DSHS, State and Other.) There was significant increase in funding for specialized populations through awards from Dept. of Vocational Rehab and Juvenile Rehabilitation Administration to serve those incarcerated and those with disabilities. Revenues have increased by over 36% since PY11. Direct Participants Expenses was discussed, showing Individual Training Accounts (ITA), On the Job Trainings (OJT), Work Experience (WEX), Work Based Learning (WBL) and Support Services. Over 3,500 participants served, over 1,500 participants placed in to jobs from WIOA programs and efforts increased on WEX and WBL.

The PY16 Final Budget Project Tracking was also reviewed showing the various projects, how they are funded, project term dates, participants, project summaries, etc.

Discussion and questions arose about how to better understand the challenges of the outcomes and performance report of PacMtn contractors. PacMtn can obtain and disseminate this information to Board members. Discussion also on federal measure performance and cost per participants in PY17 as well as brief discussion on financial risks and the plan for alleviating such risks such as use of the reserve fund. There was also discussion on project outcomes as well as project outcomes in county by county comparisons.

- **Package #2 Strategic Plan Update of Activities (Sean Murphy)**
Sean reviewed the 4 Year Strategic Plan Goals and Objectives for PY16-PY20. Goals outlined are to develop regional sector partnerships with target industry clusters; develop the PacMtn and WorkSource brands focused on mission, services, and results seen as adding value to the community and creating new funding sources and partnerships; develop strategic partnerships and collaborations that expand the PacMtn mission and facilitate Board Member leadership; and develop programming and solutions to assist specialized populations in enhancing job skills while securing and maintaining employment.
- **Package #3 Program Year End Reports (Sean Murphy & Corinne Daffern)**
The Year End Updates were reviewed by the various programs: MyJob, Camo2Commerce, Business2Business, WIOA Adult and Dislocated Worker and the Workforce System Year End Report. There was brief discussion on the service numbers on the WIOA Adult and Dislocated Worker update regarding the total number of those exiting the program as well as participants positive placement results.

B. Program Spotlight: Serving Youth – Overview of PacMtn Youth Programs, Student Presentation and Board Discussion

Following review of the Youth Services Info Sheet two individuals who participated in youth programs addressed the group. The attendees found their presentation engaging, genuine and helpful in understanding how youth programs help youth and young adults. They were reminded by one of the presenters that, “Someone took a chance on me...someone took a chance on everyone in this room.”

Board Discussion: What are the most impactful workforce activities for the region’s youth? Board and Consortium Members offered the following thoughts, ideas and ask, “How can we better...:

- Offer Uplift! as a paid or unpaid internship?
- assist youth in transportation to and from internships?
- Help youth better understand employer expectations...the world doesn’t owe you a job nor a paycheck. You got to go out and hustle it up.
- inform youth on career learning events, apprenticeship events, job fairs, career fairs, career exploration events.
- Intercept kids sooner with career counselors; electronic interception via social media in elementary or middle school.
- Create more high school re-engagement programs, GED programs and finding hard to locate drop-out students in rural areas.
- Locate HS21+ programs in places where youth are found
- Intervene early such as middle school or even elementary school

Corinne provided an overview of the Preparation for Re-Entry to Employment (PREP) program. Thurston County contracts with PacMtn to provide these services and the WDC is interested in expanding this program to other counties as there are resources available to sponsor the work. Members also offered the following ideas to assist those with criminal background get around their employment barriers:

- “Ban the Box” initiative via group of colleges/tech colleges
- Sealing of youth criminal offense records
- Help employers open screening process for those with felonies, and initiate conversation about the felony,
- Better prepare applicants for these discussions with workshops around this topic.

Learning and Discussion: Economic and Workforce Development:

Jason Robertson presented a learning and discussion topic on Economic Development Council (EDC) Roles and Functions, and introduced Board discussion questions on how EDCs overlap with the workforce system, areas of potential or perceived conflict, opportunities for resolution and priority collaborations moving forward. His presentation is attached herein. For this discussion, the whole group broke into four smaller groups and discussed the following topics: What is the role of EDCs, role of PacMtn and their areas of priority collaboration?

- Team #1:
 - More focused sector work
 - Seeking bigger funding “big bucks” “more bang for more buck”
 - Some of the EDCs may need to know more about what PacMtn does and what could be done in partnership for each area.
 - How can WDCs help advocate a better state funding distribution for EDCs?
 - Jointly produce “White Papers” on topics of mutual interest
 - Assist with reducing barriers that enable access to other federal funding for major economic development projects i.e. transit money
 - Facilitate deeper data analysis to better understand the needs of the communities
 - Acknowledge each plays different roles in regional and local activities

- Team #2:

What are the challenges between EDC and PacMtn?

- There are lots of responsibilities Are there more opportunities for contracting?
- Better coordination of B2B services, and more reports to the Board on B2B work. continue to build B2B relationship with EDC
- More information aimed at what is important to the EDCs
- Determine main/top priorities of PacMtn and EDC and work together on those
- Cluster studies to show industries to attract based on current workforce
- Keep up with partners and changing technology

- Millwright career pathways and work with educators to open these pathways
- More online meetings
- Team #3:
 - Build stronger relationships between EDC, WDC, and Chambers
 - Disseminate information to community participants
 - Understand supply chain gaps and how best to respond
 - Create more One stop shopping
 - Focus on private sector
 - Explore regional economic district and lack thereof
 - WDC to be more of a regional economic force
 - Strategic element from WDC to EDC to take back and implement information
- Team #4:
 - Coordination between PacMtn, EDCs and schools
 - Offer more Try – A – Trade success and more programs like this
 - Intercept youth sooner
 - Implement paid internship programs
 - Robust branding/marketing/recruiting for PacMtn to better educate on what PacMtn does
 - Understand the differences between regions within same counties
 - Create incubators that help small business start ups
 - Work closely with PacMtn and EDCs (“an intimate dance”)

Meeting adjourned at 3:20 pm

Submitted by: Vanessa Wasman, Administrative Assistant



MEMORANDUM

To: PacMtn WDC Executive Finance Committee

From: Bridget Lockling, Director of Finance & Administrative Services

Date: February 1, 2019

Subject: Current Fiscal Items for Review and Discussion

1st Quarter Financial Statements

Financial Statements are provided to reflect activity through September 30, 2018. First quarter expenditures are in line with projected spending and no major deviations or concerns are apparent at this time.

Our Statement of Financial Position reflects an increase to Net Assets due to first quarter earnings in our payment point programs – Community Jobs and MyJOB.

Recommendation: Motion to approve the PY18 1st Quarter Financial Statements

PY17 Audit Update

The State Auditor's Office conducted their onsite audit from December 10th through January 10th. This audit included review of our WIOA 'Cluster' and our WorkFirst grant. The estimated cost of this audit is almost \$28,000, which is more than the anticipated \$25,000 in our PY18 budget. This is partly due to the added review of WorkFirst which was supposed to occur last year but because of subrecipient determination status issues was not able to be completed. The final audit report is still under finalization by their audit manager but initial feedback and results provided by the auditor on site there were no major issues or findings. All items of concern from last year have been addressed and corrected. An exit conference will be held on February 19th at 11am.

PY18 Program and Fiscal Monitoring Update

The Employment Security Department program and fiscal monitoring team was on site from January 7th through the 16th. They completed an extensive review of our WIOA formula and discretionary grants. They identified areas in case file documentation that needs improvement, policy language that needs updating and contract language that needs to match federal requirements. There were a few items still under review and discussion. They will send a draft report within 30 days.

Fiscal Department Staff Changes

After some recent staff turnover in the fiscal department, we analyzed the workload and structure of the department to determine necessary improvements. To better serve the organization needs and be responsive to the growing work and requirements, the current Senior Accounting Specialist position will be eliminated and replaced by an Administrative Coordinator and a Financial Services Specialist. This change will help create efficiencies in processes and respond to the increasing needs on both the financial and administration side, specifically in supporting human resource needs. Currently a temp accountant is filling the gap and recruitment for these positions will start in the near future.

Pacific Mountain Workforce Development Council

NOTES TO FINANCIAL STATEMENTS

Program Year July 1, 2018 through June 30, 2019

For month ending September 30, 2018

These notes pertain to the Statement of Activities, Statement of Financial Position and Statement Cash Flows attached.

- 1) The Statement of Activities provides a summary of expenses compared to revenue earned for the period, reported on an accrual basis (pgs 2-3). This is then compared with current period budgets and year to date budgets. More emphasis will be placed on year to date spending rather than on a monthly basis because timing may be off slightly from month to month from last year. The budgeted numbers reflect

AREAS OF NOTE:

- a) WIOA Formula contractor spending is at expected levels through the first quarter.
- b) The Incumbent Worker Training for childcare program was restricted but they were not able to spend out their contract budget.
- c) Career Connect contracts were still under development the first quarter, programs will ramp up activities in the coming months.
- d) All In house program spending is within expected ranges for year to date.
- e) High Impact Community grants that were extended through the first quarter of PY18 came in under budget. The next round of HIC grants will begin late winter.
- f) All categories in the admin office budget are coming in at or below budget.

- 2) Page 5 represents a summary of spending levels by grant compared to total budgeted amounts available. This is further sectioned according to source of funds. Grant expenditures will be watched to make sure they are meeting expected spending goals and requirements

- 3) The Statement of Financial Position represents the organizations net assets, comparing current assets and liabilities. We currently have net assets of \$967,216. Net assets have increased by \$39,647 since last quarter due to gains in our payment point programs.

- 4) The Statement of Cash Flows represents the cash received and used during the time period. This reflects we have sufficient cash on hand to handle our daily operating transactions. Our cash balances are higher due to better timing of drawdowns and shorter delays on reimbursements from some grants. Purchases of equipment reflects the new cubicle system in the admin office. There is a 2 day turnaround time for cash requests to the State for our WIOA Formula fund reimbursements and a 1 day turnaround for cash requests made to Department of Labor. Cash requests for the WorkFirst grant take one to two weeks, while some of our smaller grants are only reimbursed on a monthly basis. We keep enough unrestricted funds available for use to cushion gaps in reimbursement times.

Pacific Mountain Workforce Development Council

STATEMENT OF ACTIVITIES

PY18 Budget to Actual Report

<i>For month end September 2018</i>	Current Year Actual	Current Year Budget	Variance	Total Budget	Balance Remaining	% Spent	Target %
REVENUES							
Grant & Contracts	2,611,144.50	3,188,379.01	577,234.51	15,023,097.56	12,411,953.06	17%	21%
Other	-	-	-	-	-	0%	0%
Total Revenues	2,611,144.50	3,188,379.01	577,234.51	15,023,097.56	12,411,953.06	17%	21%
EXPENSES							
Program Services							
Direct Participant Services	1,893,586.71	2,387,519.57	493,932.86	10,787,832.39	8,894,245.68	18%	22%
Business Services & Solutions	166,381.31	200,150.56	33,769.25	600,301.11	433,919.80	28%	33%
Special Impact Projects	38,473.27	73,834.15	35,360.88	279,192.61	240,719.34	14%	26%
Misc Contracts & Projects	124.15	11,250.00	11,125.85	95,000.00	94,875.85	0%	12%
Subtotal	2,098,565.44	2,672,754.28	574,188.84	11,762,326.11	9,663,760.67	18%	23%
Administrative Services							
Admin Office Operations	428,125.92	467,335.06	39,209.14	1,879,929.08	1,451,803.16	23%	25%
Transition Activities	22,100.60	17,039.67	(5,060.93)	68,158.69	46,058.09	32%	25%
Integrated Service Activities	22,501.30	31,250.00	8,748.70	125,000.00	102,498.70	18%	25%
AmeriCorps Activities	-	-	-	-	-	#DIV/0!	#DIV/0!
Subtotal	472,727.82	515,624.73	42,896.91	2,073,087.77	1,600,359.95	23%	25%
TOTAL EXPENSES	2,571,293.26	3,188,379.01	617,085.75	13,835,413.88	11,264,120.62	19%	23%
Change in Net Assets	39,851.24	-	(39,851.24)	1,187,683.68			

<i>Beginning Net Assets</i>	927,569
<i>Plus current Net Assets</i>	39,851
<i>Change in special funds</i>	<u>(204)</u>
<i>Ending Net Assets W/O Donor Restrictions</i>	<u>967,216</u>

Pacific Mountain Workforce Development Council

STATEMENT OF ACTIVITIES

Expense Detail

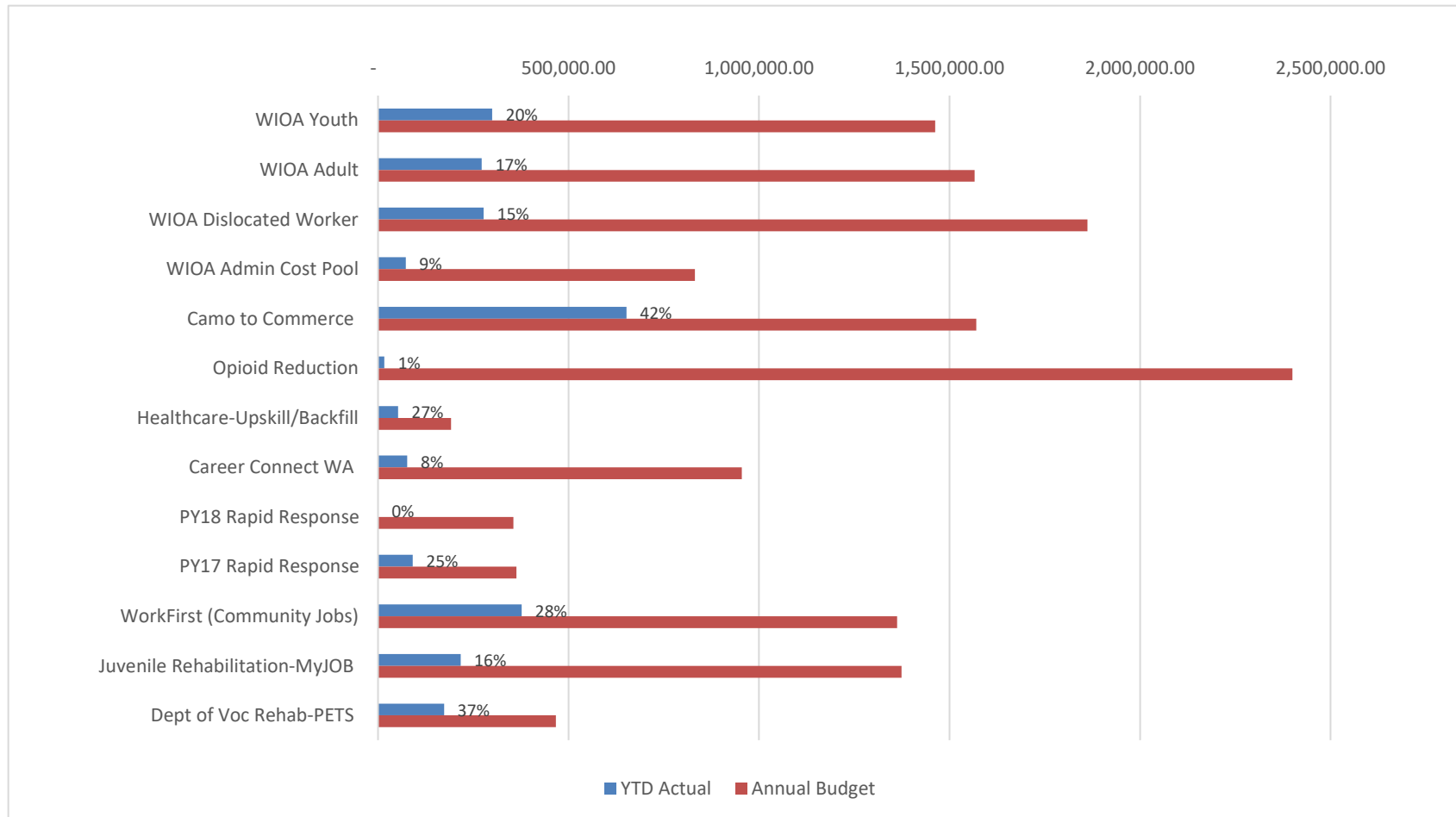
PY18 Budget to Actual Report

<i>For month end September 2018</i>	Current Period Actual	Current Period Budget	Variance	Current Year Actual	Current Year Budget	Variance	Total Budget	Balance Remaining	% Spent	Target %
REVENUES										
Grant & Contracts	902,233.97	1,066,249.17	164,015.20	2,611,144.50	3,188,379.01	577,234.51	15,023,097.56	12,411,953.06	17%	21%
Other	-	-	-	-	-	-	-	-	0%	0%
Total Revenues	902,233.97	1,066,249.17	164,015.20	2,611,144.50	3,188,379.01	577,234.51	15,023,097.56	12,411,953.06	17%	21%
EXPENSES										
PROGRAM SERVICES										
Direct Participant Services										
Adult Contracted Programs (Career Path Services-CPS)	58,557.53	69,255.83	10,698.30	178,030.71	207,767.50	29,736.79	831,070.00	653,039.29	21%	25%
Dislocated Worker Contracted Programs (CPS)	68,744.57	82,878.00	14,133.43	187,623.24	248,634.00	61,010.76	994,536.00	806,912.76	19%	25%
Youth Contracted Programs (ResCare)	74,064.41	83,377.03	9,312.62	231,491.12	250,131.10	18,639.98	1,000,524.41	769,033.29	23%	25%
Incumbent Worker Training (CCAC)	889.85	8,250.96	7,361.11	11,433.03	24,250.96	12,817.93	24,250.96	12,817.93	47%	100%
Incumbent Worker Training Business Grants	-	-	-	-	-	-	150,000.00	150,000.00	0%	0%
Grays Harbor Foundation (CPS)	139.41	129.72	(9.69)	139.41	389.15	249.74	1,556.59	1,417.18	9%	25%
Rapid Response Increased Employment (CPS)	4,576.47	7,136.93	2,560.46	12,221.18	21,410.78	9,189.60	85,643.11	73,421.93	14%	25%
Rapid Response Increased Employment (ResCare)	8,747.84	9,768.08	1,020.24	32,967.17	29,304.24	(3,662.93)	117,216.95	84,249.78	28%	25%
TAP-Healthcare (SPSCC, Centralia College)	41,593.97	21,279.12	(20,314.85)	47,949.58	63,837.37	15,887.79	191,512.10	143,562.52	25%	33%
Career Connect WA (CPS, ResCare, ESD113, AJAC)	54,557.83	52,360.00	(2,197.83)	67,963.58	157,080.00	89,116.42	701,933.36	633,969.78	10%	22%
Workforce Central-C2C	79,625.21	30,285.61	(49,339.60)	107,193.32	90,856.84	(16,336.48)	181,713.68	74,520.36	59%	50%
Choice Regional Health	-	-	-	-	-	-	1,100,000.00	1,100,000.00	0%	0%
DVR-Morningside & Arc of Grays Harbor	-	53,000.00	53,000.00	158,435.00	159,000.00	565.00	179,563.00	21,128.00	88%	89%
In House Programs										
WorkFirst	91,172.11	97,427.03	6,254.92	301,180.03	292,281.09	(8,898.95)	1,169,124.34	867,944.31	26%	25%
PREP	7,522.78	8,792.86	1,270.08	26,499.58	26,378.58	(121.01)	52,757.15	26,257.57	50%	50%
C2C, JBLM	136,114.44	171,970.24	35,855.80	376,341.13	515,910.73	139,569.60	1,643,128.45	1,266,787.32	23%	31%
OURR	1.91	2,000.00	1,998.09	1.91	2,000.00	1,998.09	988,653.00	988,651.09	0%	0%
JRA-MyJob	53,056.13	91,697.42	38,641.29	147,142.50	275,092.25	127,949.75	1,100,369.00	953,226.50	13%	25%
Career Connect Work Based Learning	865.67	5,565.00	4,699.33	890.76	16,695.00	15,804.24	83,483.72	82,592.96	1%	20%
Systems Navigation	6,083.46	6,500.00	416.54	6,083.46	6,500.00	416.54	190,796.57	184,713.11	3%	3%
Subtotal Direct Participant Services	686,313.59	801,673.83	115,360.24	1,893,586.71	2,387,519.57	493,932.86	10,787,832.39	8,894,245.68	18%	22%
Business Services										
B2B-(Thurston County Chamber)	30,284.31	33,333.33	3,049.02	86,211.19	100,000.00	13,788.81	400,000.00	313,788.81	22%	25%
B2B-C2C (TCC)	17,875.84	24,583.68	6,707.84	53,233.57	73,751.05	20,517.48	147,502.10	94,268.53	36%	50%
C2C-(Tacoma Pierce Chamber)	8,778.40	8,799.84	21.44	26,936.55	26,399.51	(537.04)	52,799.01	25,862.46	51%	50%
Subtotal Business Services	56,938.55	66,716.85	9,778.30	166,381.31	200,150.56	33,769.25	600,301.11	433,919.80	28%	33%
Special Impact Projects										
WBL/Uplift! Coordination	7,213.32	8,333.33	1,120.01	24,251.79	25,000.00	748.21	100,000.00	75,748.21	24%	25%
AmeriCorps	465.27	2,278.05	1,812.78	2,038.42	6,834.15	4,795.73	27,336.61	25,298.19	7%	25%
Pierce County Career Days	-	5,000.00	5,000.00	-	15,000.00	15,000.00	25,000.00	25,000.00	0%	60%
High Impact Community Projects	9,288.06	7,000.00	(2,288.06)	12,183.06	27,000.00	14,816.94	126,856.00	114,672.94	10%	21%
	-	-	-	-	-	-	-	-	#DIV/0!	#DIV/0!
Subtotal Special Impact Projects	16,966.65	22,611.38	5,644.73	38,473.27	73,834.15	35,360.88	279,192.61	240,719.34	14%	26%
Misc Contracts/Projects										
Outreach & Communications	-	2,500.00	2,500.00	124.15	7,500.00	7,375.85	30,000.00	29,875.85	0%	25%
Industry Cluster Study	-	-	-	-	-	-	50,000.00	50,000.00	0%	0%
SeaKing-JRA/MyJOB	-	1,250.00	1,250.00	-	3,750.00	3,750.00	15,000.00	15,000.00	0%	25%
Subtotal Misc Contracts/Projects	-	3,750.00	3,750.00	124.15	11,250.00	11,125.85	95,000.00	94,875.85	0%	12%
SUBTOTAL PROGRAM SERVICES	760,218.79	894,752.07	134,533.28	2,098,565.44	2,672,754.28	574,188.84	11,762,326.11	9,663,760.67	18%	23%
ADMINISTRATIVE SERVICES										
Administrative Office Operations										
Salaries & Benefits										
Salaries	81,806.35	82,779.86	973.51	248,247.06	250,312.02	2,064.96	1,004,120.13	755,873.07	25%	25%
Benefits	29,935.07	33,181.44	3,246.37	93,310.30	100,030.29	6,719.99	423,277.95	329,967.65	22%	24%
Total Salaries & Benefits	111,741.42	115,961.30	4,219.88	341,557.36	350,342.31	8,784.95	1,427,398.08	1,085,840.72	24%	25%
Travel & Training Expenses										

Mileage	93.57	500.00	406.43	704.78	1,500.00	795.22	6,000.00	5,295.22	12%	25%
Travel	3.71	1,250.00	1,246.29	708.86	3,750.00	3,041.14	15,000.00	14,291.14	5%	25%
Conf/Conv/Mtgs/Reg	113.43	2,550.00	2,436.57	(468.00)	3,650.00	4,118.00	11,100.00	11,568.00	-4%	33%
Gasoline for PMWDC Vehicles	27.50	66.67	39.17	142.06	200.00	57.94	800.00	657.94	18%	25%
Board Travel	-	1,241.67	1,241.67	-	1,325.00	1,325.00	10,800.00	10,800.00	0%	12%
Board Supplies & Support	-	75.00	75.00	306.24	225.00	(81.24)	10,400.00	10,093.76	3%	2%
Staff develop/Training	-	750.00	750.00	-	2,250.00	2,250.00	9,000.00	9,000.00	0%	25%
Total Staff Expenses	238.21	6,433.33	6,195.12	1,393.94	12,900.00	11,506.06	63,100.00	61,706.06	2%	20%
Professional Services										
Accounting & Auditing	-	-	-	-	-	-	45,000.00	45,000.00	0%	0%
Legal Fees	-	300.00	300.00	-	900.00	900.00	3,600.00	3,600.00	0%	25%
Professional Services/Consult	11,061.77	7,383.33	(3,678.44)	18,424.39	22,150.00	3,725.61	88,600.00	70,175.61	21%	25%
Temp & Interim Contracts	-	208.33	208.33	-	625.00	625.00	2,500.00	2,500.00	0%	25%
Licenses	1,524.18	2,233.33	709.15	3,166.92	6,700.00	3,533.08	26,800.00	23,633.08	12%	25%
Total Professional Services	12,585.95	10,125.00	(2,460.95)	21,591.31	30,375.00	8,783.69	166,500.00	144,908.69	13%	18%
Facilities										
Rent	6,896.95	7,440.08	543.13	20,765.25	22,320.25	1,555.00	89,281.00	68,515.75	23%	25%
Utilities	-	-	-	-	-	-	-	-	#DIV/0!	#DIV/0!
Total Facilities	6,896.95	7,440.08	543.13	20,765.25	22,320.25	1,555.00	89,281.00	68,515.75	23%	25%
Supplies & Communications										
Supplies	161.52	1,041.67	880.15	1,302.46	3,125.00	1,822.54	12,500.00	11,197.54	10%	25%
Telephone & telecomm	1,049.84	1,229.17	179.33	2,703.88	3,687.50	983.62	14,750.00	12,046.12	18%	25%
Postage & Shipping	-	62.50	62.50	100.00	187.50	87.50	750.00	650.00	13%	25%
Mailing Services	-	33.33	33.33	11.80	100.00	88.20	400.00	388.20	3%	25%
Printing & copying	219.10	375.00	155.90	843.30	1,125.00	281.70	4,500.00	3,656.70	19%	25%
Books/Subscriptions/Ref	32.10	141.67	109.57	978.24	1,025.00	46.76	1,700.00	721.76	58%	60%
Total Communications	1,462.56	2,883.33	1,420.77	5,939.68	9,250.00	3,310.32	34,600.00	28,660.32	17%	27%
Equipment/Maintenance/Software/Rental										
IT Supplies/Minor Equipment/Tech Equip	371.87	5,708.33	5,336.46	7,821.07	9,125.00	1,303.93	12,500.00	4,678.93	63%	73%
Equipment Rental & maint	124.98	135.00	10.02	377.48	405.00	27.52	1,620.00	1,242.52	23%	25%
Auto Repair & Maintenance	-	166.67	166.67	96.65	500.00	403.35	2,000.00	1,903.35	5%	25%
Auto Lease	215.68	233.33	17.65	649.55	700.00	50.45	2,800.00	2,150.45	23%	25%
Total Equipment/Small Tools	712.53	6,243.33	5,530.80	8,944.75	10,730.00	1,785.25	18,920.00	9,975.25	47%	57%
Depreciation										
Depreciation-Automobile	1,924.45	2,077.50	153.05	1,924.45	2,077.50	153.05	8,310.00	6,385.55	23%	25%
Deprec & amort - other	-	-	-	-	-	-	-	-	#DIV/0!	#DIV/0!
Total Depreciation	1,924.45	2,077.50	153.05	1,924.45	2,077.50	153.05	8,310.00	6,385.55	23%	25%
Other										
Interest-general/Bank Fees	-	400.00	400.00	-	1,200.00	1,200.00	4,800.00	4,800.00	0%	25%
Insurance-Gen Liability	1,486.05	1,666.67	180.62	4,474.19	5,000.00	525.81	20,000.00	15,525.81	22%	25%
Membership Dues	384.70	170.00	(214.70)	12,058.80	13,640.00	1,581.20	15,770.00	3,711.20	76%	86%
Notifications	122.12	166.67	44.55	308.25	500.00	191.75	2,000.00	1,691.75	15%	25%
Other Expenses	13.00	83.33	70.33	2,026.00	2,250.00	224.00	3,000.00	974.00	68%	75%
Community Outreach/Ed	2,500.00	2,500.00	-	8,500.00	7,500.00	(1,000.00)	30,000.00	21,500.00	28%	25%
Contractor Support/In Kind	16.78	-	(16.78)	166.80	-	(166.80)	-	(166.80)	#DIV/0!	#DIV/0!
Transfer to Unrestricted	(1,283.90)	(750.00)	533.90	(1,524.86)	(750.00)	774.86	(3,750.00)	(2,225.14)	41%	20%
Total Other	3,238.75	4,236.67	997.92	26,009.18	29,340.00	3,330.82	71,820.00	45,810.82	36%	41%
Subtotal Admin Office Operating Budget	138,800.82	155,400.55	16,599.73	428,125.92	467,335.06	39,209.14	1,879,929.08	1,451,803.16	23%	25%
Transition & AJC Activities	5,907.81	5,679.89	(227.92)	22,100.60	17,039.67	(5,060.93)	68,158.69	46,058.09	32%	25%
One Stop Operator	8,199.49	10,416.67	2,217.18	22,501.30	31,250.00	8,748.70	125,000.00	102,498.70	18%	25%
	-	-	-	-	-	-	-	-	0%	0%
SUBTOTAL ADMINISTRATIVE SERVICES	152,908.12	171,497.11	18,588.99	472,727.82	515,624.73	42,896.91	2,073,087.77	1,600,359.95	23%	25%
TOTAL EXPENSES	913,126.91	1,066,249.17	153,122.26	2,571,293.26	3,188,379.01	617,085.75	13,835,413.88	11,264,120.62	19%	23%
Change in Net Assets	(10,892.94)	-	10,892.94	39,851.24	-	(39,851.24)	1,187,683.68			
Beginning Net Assets	976,712			927,569						
Plus current Net Assets	(10,893)			39,851						
Change in special funds	1,397			(204)						
Ending Net Assets Without Donor Restrictions	967,216			967,216						

Pacific Mountain Workforce Development Council
Grant Balance by Program
PY18 Budget to Actual Report

Through September 30, 2018



Pacific Mountain Workforce Development Council
STATEMENT OF FINANCIAL POSITION *(Balance Sheet)*

September 30, 2018

	Beginning Year Balance	Current Period Balance	<i>Current Year Change</i>	Beginning Period Balance	<i>Current Period Change</i>
Assets					
Cash & Cash Equivalents	291,256	315,725	24,469	247,907	67,818
Accounts Receivable	1,912,240	1,648,236	(264,004)	1,636,273	11,963
Due from Related Parties	0	0	0	0	0
Notes Receivable	0	0	0	0	0
Pre-Paid Expenses	32,402	44,300	11,898	27,734	16,566
Investments - CD's	226,655	227,341	686	227,117	224
Long-Term Assets	<u>31,133</u>	<u>28,232</u>	(2,901)	<u>31,133</u>	(2,901)
Total Assets	<u>2,493,686</u>	<u>2,263,834</u>	(229,852)	<u>2,170,164</u>	<u>93,670</u>
Liabilities					
Contracts & Vendors Payable	1,179,643	900,577	(279,066)	795,449	105,128
Payroll, Taxes, & Benefits Payable	266,673	276,544	9,871	278,078	(1,534)
Paid Leave Payable	104,401	102,853	(1,548)	101,430	1,423
Deferred Revenues	6,457	6,457	0	6,457	0
Other Short-Term Payables	<u>8,943</u>	<u>10,187</u>	<u>1,244</u>	<u>12,038</u>	(1,851)
Total Liabilities	<u>1,566,117</u>	<u>1,296,618</u>	(269,499)	<u>1,193,452</u>	<u>103,166</u>
Net Assets without donor restrictions	<u>927,569</u>	<u>967,216</u>	<u>39,647</u>	<u>976,712</u>	(9,496)
Total Net Assets	<u>927,569</u>	<u>967,216</u>	<u>39,647</u>	<u>976,712</u>	(9,496)
Total Liabilities and Net Assets	<u>2,493,686</u>	<u>2,263,834</u>	(229,852)	<u>2,170,164</u>	<u>93,670</u>

Pacific Mountain Workforce Development Council
STATEMENT OF CASH FLOWS

September 30, 2018

	<u>Current Period</u>	<u>Current Year</u>
Cash Flows from Operating Activities		
Receipts from Grants	890,270.80	2,875,148.62
Receipts from Contributors/Events	3,500.00	3,810.14
Depreciation (Net)	0.00	0.00
Payments to Suppliers	47,000.11	(428,973.39)
Payments to Employees	(309,393.72)	(910,259.08)
Payments to Program/Participant Activities	(563,558.93)	(1,515,257.57)
Total Cash Flows from Operating Activities	<u>67,818.26</u>	<u>24,468.72</u>
Cash Flows from Investing Activities		
Purchases of Equipment/Assets	0.00	0.00
Proceeds from Sale of Current Assets	0.00	0.00
Interest and Dividends	224.01	686.25
Purchases or Redemptions of Investments	(224.01)	(686.25)
Total Cash Flows from Investing Activities	<u>0.00</u>	<u>0.00</u>
Beginning Cash & Cash Equivalents	<u>247,906.60</u>	<u>291,256.14</u>
Ending Cash & Cash Equivalents	<u>315,724.86</u>	<u>315,724.86</u>

Return of Organization Exempt From Income Tax

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

2017

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

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

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

A For the 2017 calendar year, or tax year beginning , 2017, and ending , 20

B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization		D Employer identification number
	Doing business as		E Telephone number
	Number and street (or P.O. box if mail is not delivered to street address)	Room/suite	
	City or town, state or province, country, and ZIP or foreign postal code		G Gross receipts \$
F Name and address of principal officer:			H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input type="checkbox"/> No
			H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions)

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

J Website: ▶ **H(c)** Group exemption number ▶

K Form of organization: Corporation Trust Association Other ▶ **L** Year of formation: **M** State of legal domicile:

Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities: _____		
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3 Number of voting members of the governing body (Part VI, line 1a)	3	
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4	
	5 Total number of individuals employed in calendar year 2017 (Part V, line 2a)	5	
	6 Total number of volunteers (estimate if necessary)	6	
	7a Total unrelated business revenue from Part VIII, column (C), line 12	7a	
b Net unrelated business taxable income from Form 990-T, line 34	7b		
Revenue	8 Contributions and grants (Part VIII, line 1h)	Prior Year	Current Year
	9 Program service revenue (Part VIII, line 2g)		
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)		
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)		
	12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)		
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1–3)		
	14 Benefits paid to or for members (Part IX, column (A), line 4)		
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)		
	16a Professional fundraising fees (Part IX, column (A), line 11e)		
	b Total fundraising expenses (Part IX, column (D), line 25) ▶		
	17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)		
	18 Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)		
19 Revenue less expenses. Subtract line 18 from line 12			
Net Assets or Fund Balances	20 Total assets (Part X, line 16)	Beginning of Current Year	End of Year
	21 Total liabilities (Part X, line 26)		
	22 Net assets or fund balances. Subtract line 21 from line 20		

Part II Signature Block

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

Sign Here	Signature of officer	Date
	Type or print name and title	

Paid Preparer Use Only	Print/Type preparer's name	Preparer's signature	Date	Check <input type="checkbox"/> if self-employed	PTIN
	Firm's name ▶	Firm's EIN ▶			
	Firm's address ▶	Phone no.			

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

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)? <i>If "Yes," complete Schedule A</i>	1	
2 Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> (see instructions)?	2	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>	3	
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>	4	
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? <i>If "Yes," complete Schedule C, Part III</i>	5	
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? <i>If "Yes," complete Schedule D, Part I</i>	6	
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i>	7	
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>	8	
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? <i>If "Yes," complete Schedule D, Part IV</i>	9	
10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i>	10	
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? <i>If "Yes," complete Schedule D, Part VI</i>	11a	
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? <i>If "Yes," complete Schedule D, Part VII</i>	11b	
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? <i>If "Yes," complete Schedule D, Part VIII</i>	11c	
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? <i>If "Yes," complete Schedule D, Part IX</i>	11d	
e Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>	11e	
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)? <i>If "Yes," complete Schedule D, Part X</i>	11f	
12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>	12a	
b Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>	12b	
13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>	13	
14a Did the organization maintain an office, employees, or agents outside of the United States?	14a	
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? <i>If "Yes," complete Schedule F, Parts I and IV.</i>	14b	
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? <i>If "Yes," complete Schedule F, Parts II and IV</i>	15	
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? <i>If "Yes," complete Schedule F, Parts III and IV.</i>	16	
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? <i>If "Yes," complete Schedule G, Part I (see instructions)</i>	17	
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>	18	
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>	19	

Part IV Checklist of Required Schedules *(continued)*

	Yes	No
20 a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>	20a	
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b	
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	21	
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>	22	
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	23	
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>	24a	
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b	
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c	
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d	
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>	25a	
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>	25b	
26 Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If "Yes," complete Schedule L, Part II</i>	26	
27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>	27	
28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):		
a A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	28a	
b A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	28b	
c An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i>	28c	
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	29	
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>	30	
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>	31	
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>	32	
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>	33	
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>	34	
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a	
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>	35b	
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>	36	
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>	37	
38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O.	38	

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

Table with columns for question numbers (1a-14b), descriptions, and Yes/No response boxes. Includes questions about Form 1096, Form W-2G, backup withholding, Form W-3, unrelated business gross income, foreign accounts, prohibited tax shelter transactions, annual gross receipts, deductible contributions, and Form 8282.

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 in Schedule O. See instructions. Check if Schedule O contains a response or note to any line in this Part VI

Section A. Governing Body and Management

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

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

		Yes	No
10a	Did the organization have local chapters, branches, or affiliates?		
10b	b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?		
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?		
12a	b Describe in Schedule O the process, if any, used by the organization to review this Form 990.		
12a	Did the organization have a written conflict of interest policy? If "No," go to line 13		
12b	b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?		
12c	c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done		
13	Did the organization have a written whistleblower policy?		
14	Did the organization have a written document retention and destruction policy?		
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
15a	a The organization's CEO, Executive Director, or top management official		
15b	b Other officers or key employees of the organization		
	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).		
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?		
16b	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 ►
- 18** Section 6104 requires an organization to make its Forms 1023 (or 1024 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 in Schedule O)
- 19** Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
- 20** State the name, address, and telephone number of the person who possesses the organization's books and records: ►

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.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

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

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1)										
(2)										
(3)										
(4)										
(5)										
(6)										
(7)										
(8)										
(9)										
(10)										
(11)										
(12)										
(13)										
(14)										

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(15)										
(16)										
(17)										
(18)										
(19)										
(20)										
(21)										
(22)										
(23)										
(24)										
(25)										
1b Sub-total										
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)										

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 ▶

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

Section B. Independent Contractors

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

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

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

Part VIII Statement of Revenue

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

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

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

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

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 . . .				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
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				
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				
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9 Other employee benefits				
10 Payroll taxes				
11 Fees for services (non-employees):				
a Management				
b Legal				
c Accounting				
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				
13 Office expenses				
14 Information technology				
15 Royalties				
16 Occupancy				
17 Travel				
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings				
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization				
23 Insurance				
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a -----				
b -----				
c -----				
d -----				
e All other expenses -----				
25 Total functional expenses. Add lines 1 through 24e				
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) Beginning of year	(B) End of year
Assets	1 Cash—non-interest-bearing		1
	2 Savings and temporary cash investments		2
	3 Pledges and grants receivable, net		3
	4 Accounts receivable, net		4
	5 Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L		5
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions). Complete Part II of Schedule L		6
	7 Notes and loans receivable, net		7
	8 Inventories for sale or use		8
	9 Prepaid expenses and deferred charges		9
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a	
	b Less: accumulated depreciation	10b	10c
	11 Investments—publicly traded securities		11
	12 Investments—other securities. See Part IV, line 11		12
	13 Investments—program-related. See Part IV, line 11		13
	14 Intangible assets		14
	15 Other assets. See Part IV, line 11		15
16 Total assets. Add lines 1 through 15 (must equal line 34)		16	
Liabilities	17 Accounts payable and accrued expenses		17
	18 Grants payable		18
	19 Deferred revenue		19
	20 Tax-exempt bond liabilities		20
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21
	22 Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L		22
	23 Secured mortgages and notes payable to unrelated third parties		23
	24 Unsecured notes and loans payable to unrelated third parties		24
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D		25
	26 Total liabilities. Add lines 17 through 25		26
Net Assets or Fund Balances	Organizations that follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.		
	27 Unrestricted net assets		27
	28 Temporarily restricted net assets		28
	29 Permanently restricted net assets		29
	Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34.		
	30 Capital stock or trust principal, or current funds		30
	31 Paid-in or capital surplus, or land, building, or equipment fund		31
	32 Retained earnings, endowment, accumulated income, or other funds		32
33 Total net assets or fund balances		33	
34 Total liabilities and net assets/fund balances		34	

Part XI Reconciliation of Net Assets

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

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

Part XII Financial Statements and Reporting

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

	Yes	No
1 Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.		
2a Were the organization's financial statements compiled or reviewed by an independent accountant? . . . If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		
b Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		
c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.		
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?		
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits.		

SCHEDULE A
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

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

▶ Attach to Form 990 or Form 990-EZ.

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

OMB No. 1545-0047

2017

Open to Public Inspection

Name of the organization

Employer identification number

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 33¹/₃% 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 33¹/₃% 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)						
Total						

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

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

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3						
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 Public support. Subtract line 5 from line 4						

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
7 Amounts from line 4						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
11 Total support. Add lines 7 through 10						
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						<input type="checkbox"/>

Section C. Computation of Public Support Percentage

14 Public support percentage for 2017 (line 6, column (f) divided by line 11, column (f))	14	%
15 Public support percentage from 2016 Schedule A, Part II, line 14	15	%
16a 33 1/3% support test—2017. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
b 33 1/3% support test—2016. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
17a 10%-facts-and-circumstances test—2017. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
b 10%-facts-and-circumstances test—2016. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
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		<input type="checkbox"/>

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support. (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						
14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here <input type="checkbox"/>						

Section C. Computation of Public Support Percentage

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

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2017 (line 10c, column (f) divided by line 13, column (f))	17	%
18 Investment income percentage from 2016 Schedule A, Part III, line 17	18	%
19a 33 1/3% support tests—2017. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here . The organization qualifies as a publicly supported organization <input type="checkbox"/>		
b 33 1/3% support tests—2016. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and stop here . The organization qualifies as a publicly supported organization <input type="checkbox"/>		
20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions <input type="checkbox"/>		

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
1	Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
2	Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
3a	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer (b) and (c) below.</i>		
3b	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>		
3c	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>		
4a	Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked 12a or 12b in Part I, answer (b) and (c) below.</i>		
4b	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>		
4c	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>		
5a	Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
5b	Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
5c	Substitutions only. Was the substitution the result of an event beyond the organization's control?		
6	Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
7	Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
8	Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
9a	Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
9b	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>		
9c	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>		
10a	Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer 10b below.</i>		
10b	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
11	Has the organization accepted a gift or contribution from any of the following persons?		
a	A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?	11a	
b	A family member of a person described in (a) above?	11b	
c	A 35% controlled entity of a person described in (a) or (b) above? <i>If "Yes" to a, b, or c, provide detail in Part VI.</i>	11c	

Section B. Type I Supporting Organizations

		Yes	No
1	Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? <i>If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i>	1	
2	Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.</i>	2	

Section C. Type II Supporting Organizations

		Yes	No
1	Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? <i>If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).</i>	1	

Section D. All Type III Supporting Organizations

		Yes	No
1	Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?	1	
2	Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>	2	
3	By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>	3	

Section E. Type III Functionally Integrated Supporting Organizations

1	Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).		
a	<input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.		
b	<input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.		
c	<input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions).		
2	Activities Test. Answer (a) and (b) below.		
a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i>	2a	
b	Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i>	2b	
3	Parent of Supported Organizations. Answer (a) and (b) below.		
a	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>Provide details in Part VI.</i>	3a	
b	Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>	3b	

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

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

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1 Net short-term capital gain	1		
2 Recoveries of prior-year distributions	2		
3 Other gross income (see instructions)	3		
4 Add lines 1 through 3.	4		
5 Depreciation and depletion	5		
6 Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6		
7 Other expenses (see instructions)	7		
8 Adjusted Net Income (subtract lines 5, 6, and 7 from line 4).	8		
Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1 Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):			
a Average monthly value of securities	1a		
b Average monthly cash balances	1b		
c Fair market value of other non-exempt-use assets	1c		
d Total (add lines 1a, 1b, and 1c)	1d		
e Discount claimed for blockage or other factors (explain in detail in Part VI):			
2 Acquisition indebtedness applicable to non-exempt-use assets	2		
3 Subtract line 2 from line 1d.	3		
4 Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions).	4		
5 Net value of non-exempt-use assets (subtract line 4 from line 3)	5		
6 Multiply line 5 by .035.	6		
7 Recoveries of prior-year distributions	7		
8 Minimum Asset Amount (add line 7 to line 6)	8		
Section C - Distributable Amount			Current Year
1 Adjusted net income for prior year (from Section A, line 8, Column A)	1		
2 Enter 85% of line 1.	2		
3 Minimum asset amount for prior year (from Section B, line 8, Column A)	3		
4 Enter greater of line 2 or line 3.	4		
5 Income tax imposed in prior year	5		
6 Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6		
7 <input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).			

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

Section D - Distributions	Current Year
1 Amounts paid to supported organizations to accomplish exempt purposes	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	
4 Amounts paid to acquire exempt-use assets	
5 Qualified set-aside amounts (prior IRS approval required)	
6 Other distributions (describe in Part VI). See instructions.	
7 Total annual distributions. Add lines 1 through 6.	
8 Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions.	
9 Distributable amount for 2017 from Section C, line 6	
10 Line 8 amount divided by line 9 amount	

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2017	(iii) Distributable Amount for 2017
1 Distributable amount for 2017 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2017 (reasonable cause required—explain in Part VI). See instructions.			
3 Excess distributions carryover, if any, to 2017			
a			
b From 2013			
c From 2014			
d From 2015			
e From 2016			
f Total of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2017 distributable amount			
i Carryover from 2012 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
4 Distributions for 2017 from Section D, line 7: \$			
a Applied to underdistributions of prior years			
b Applied to 2017 distributable amount			
c Remainder. Subtract lines 4a and 4b from 4.			
5 Remaining underdistributions for years prior to 2017, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI . See instructions.			
6 Remaining underdistributions for 2017. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI . See instructions.			
7 Excess distributions carryover to 2018. Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2013			
b Excess from 2014			
c Excess from 2015			
d Excess from 2016			
e Excess from 2017			

SCHEDULE D (Form 990)

Department of the Treasury Internal Revenue Service

Supplemental Financial Statements

Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b. Attach to Form 990.

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

OMB No. 1545-0047

2017

Open to Public Inspection

Name of the organization

Employer identification number

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 and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?, 6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?

Part II Conservation Easements.

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

Table with 2 columns: Held at the End of the Tax Year. Rows include: 1 Purpose(s) of conservation easements held by the organization (check all that apply), 2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year, 3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year, 4 Number of states where property subject to conservation easement is located, 5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?, 6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year, 7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year, 8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?, 9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

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

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

Table with 2 columns: Revenue, Assets. Rows include: 1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items. 1b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items: (i) Revenue included on Form 990, Part VIII, line 1, (ii) Assets included in Form 990, Part X. 2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items: a Revenue included on Form 990, Part VIII, line 1, b Assets included in Form 990, Part X.

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

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

- a** Public exhibition
- b** Scholarly research
- c** Preservation for future generations
- d** Loan or exchange programs
- e** Other

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

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? **Yes** **No**

Part IV Escrow and Custodial Arrangements.

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

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

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

	Amount
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

Part V Endowment Funds.

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

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

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

- a** Board designated or quasi-endowment ▶%
- b** Permanent endowment ▶%
- c** Temporarily restricted endowment ▶%

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

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

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

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

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

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

Part VI Land, Buildings, and Equipment.

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

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements				
d Equipment				
e Other				

Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.) ▶

Part VII Investments—Other Securities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other _____		
(A) _____		
(B) _____		
(C) _____		
(D) _____		
(E) _____		
(F) _____		
(G) _____		
(H) _____		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 12.) ►		

Part VIII Investments—Program Related.

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

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

Part IX Other Assets.

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

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

Part X Other Liabilities.

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

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

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

**SCHEDULE I
(Form 990)**

Department of the Treasury
Internal Revenue Service
Name of the organization

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

Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.

▶ Attach to Form 990.

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

OMB No. 1545-0047

2017

**Open to Public
Inspection**

Employer identification number

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)							
(10)							
(11)							
(12)							

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

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

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of noncash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
1					
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.

Section references are to the Internal Revenue Code unless otherwise noted.

General Instructions

Future developments. For the latest information about developments related to Schedule I (Form 990), such as legislation enacted after the schedule and its instructions were published, go to www.irs.gov/Form990.

Note. Terms in **bold** are defined in the *Glossary* of the Instructions for Form 990.

Purpose of Schedule

Schedule I (Form 990) is used by an organization that files Form 990 to provide information on **grants and other assistance** made by the filing organization during the **tax year to domestic organizations, domestic governments, and domestic individuals**. Report activities conducted by the organization directly. Also, report activities conducted by the organization indirectly through a **disregarded entity** or a **joint venture** treated as a partnership.

Grants and other assistance include awards, prizes, **contributions**, noncash assistance, cash allocations, stipends, scholarships, fellowships, research grants, and similar payments and distributions made by the organization during the tax year. For purposes of Schedule I, grants and other assistance don't include:

- Salaries or other **compensation** to employees, or payments to independent contractors if the primary purpose of such payments is to serve the direct and immediate needs of the organization (such as legal, accounting, or fundraising services).
- The payment of any benefit by a 501(c)(9) voluntary employees' beneficiary association (VEBA) to employees of a sponsoring organization or contributing employer, if such payment is made under the terms of the VEBA trust and in compliance with section 505.
- Grants to affiliates that aren't organized as legal entities separate from the filing organization, or payments made to branch offices, accounts, or employees of the organization located in the **United States**.

A **domestic organization** includes a corporation or partnership created or organized in the United States or under the law of the United States or of any state or possession. A trust is a domestic organization if a court within the United States or a **U.S. possession** is able to exercise primary supervision over the administration of the trust, and one or more U.S. persons (or persons in **U.S. possessions**) have the authority to control all substantial decisions of the trust.

A **domestic government** is a state, a U.S. possession, a political subdivision of a state or U.S. possession, the United States, or the District of Columbia. A grant to a U.S. government agency must be included on this schedule regardless of where the agency is located or operated.

A **domestic individual** is a person, including a foreign citizen, who lives or resides in the United States (or a U.S. possession) and not outside of the United States (or a U.S. possession).

Parts II and III of this schedule may be duplicated to list additional grantees (Part II) or types of grants/assistance (Part III) that don't fit on the first page of these parts. Number each page of each part.

Don't report on this schedule foreign grants or assistance, including grants or assistance provided to **domestic organizations, domestic governments, or domestic individuals** for the purpose of providing grants or other assistance to a designated **foreign organization, foreign government, or foreign individual**. Instead, report them on Schedule F (Form 990), Statement of Activities Outside the United States.

Who Must File

An organization that answered "Yes" on Form 990, Part IV, *Checklist of Required Schedules*, line 21 or 22, must complete Part I and either Part II or Part III of this schedule and attach it to Form 990.

If an organization isn't required to file Form 990 but chooses to do so, it must file a complete return and provide all of the information requested, including the required schedules.

Specific Instructions

Part I. General Information on Grants and Assistance

Complete this part if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.

Lines 1 and 2. On line 1, indicate "Yes" or "No" regarding whether the organization maintains records to substantiate amounts, eligibility, and selection criteria used for grants. In general terms, describe how the organization monitors its grants to ensure that such grants are used for proper purposes and aren't otherwise diverted from the intended use. For example, the organization can describe the periodic reports required or field investigations conducted. Use Part IV for the organization's narrative response to line 2.

Part II. Grants and Other Assistance to Domestic Organizations and Domestic Governments

Line 1. Complete line 1 if the organization answered "Yes" on Form 990, Part IV, line 21. A "Yes" response means that the organization reported more than \$5,000 on Form 990, Part IX, line 1, column (A). Enter information only for each recipient **domestic organization or domestic government** that received more than \$5,000 aggregate of grants or assistance from the organization during the tax year.

Enter the details of each organization or entity on a separate line of Part II. If there are more organizations or entities to report in Part II than space available, report the additional organizations or entities on duplicate copies of Part II. Use as many duplicate copies as needed, and number each page. Use Part IV if additional space is needed for descriptions of particular column entries.

Column (a). Enter the full legal name and mailing address of each recipient organization or government entity.

Column (b). Enter the employer identification number (EIN) of the grant recipient.

Column (c). Enter the section of the Internal Revenue Code under which the organization receiving the assistance is tax-exempt, if applicable (for example, a school described in section 501(c)(3) or a social club described in section 501(c)(7)). If a recipient is a government entity, enter the name of the government entity. If a recipient is neither a tax-exempt nor a government entity, leave column (c) blank.

Column (d). Enter the total dollar amount of cash grants to each recipient organization or entity for the tax year. Cash grants include grants and allocations paid by cash, check, money order, electronic fund or wire transfer, and other charges against funds on deposit at a financial institution.

Columns (e) and (f). Enter the **fair market value** of noncash property. Describe the method of valuation. Report property with a readily determinable market value (for example, market quotations for **securities**) at its fair market value. For marketable securities registered and listed on a recognized securities exchange, measure market value on the date the property is distributed to the grantee by the average of the highest and lowest quoted selling prices or the average between the bona fide bid and asked prices. When fair market value cannot be readily determined, use an appraised or estimated value.

Column (g). For noncash property or assistance, enter a description of the property or assistance. List all that apply. Examples of noncash assistance include medical supplies or equipment, pharmaceuticals, blankets, and books or other educational supplies.

Column (h). Describe the purpose or ultimate use of the grant funds or other assistance. Don't use general terms such as charitable, educational, religious, or scientific. Use more specific descriptions such as general support, payments for nursing services, or laboratory construction. Enter the type of assistance, such as medical, dental, or free care for indigent hospital patients. In the case of disaster assistance, include a description of the disaster and the assistance provided (for example, "Food, shelter, and clothing for Organization A's assistance to victims of Colorado wildfires"). Use Part IV if additional space is needed for descriptions.



If the organization checks "Accrual" on Form 990, Part XII, line 1; follows **SFAS 116** (ASC 958) (see instructions for Form 990, Part IX); and makes a grant during the **tax year to be paid in future years to a domestic organization or domestic government**, it should report the grant's present value in Part II, line 1, column (d) or (e), and report any accruals of present value increments in future years.

Line 2. Add the number of recipient organizations listed on Schedule I (Form 990), Part II, line 1, that (a) have been recognized by the Internal Revenue Service as exempt from federal income tax as described in section 501(c)(3); (b) are **churches**, including synagogues, temples, and mosques; (c) are integrated auxiliaries of churches and conventions or association of churches; or (d) are **domestic governments**. Enter the total.

Line 3. Add the number of recipient organizations listed on Schedule I (Form 990), Part II, line 1, that aren't described on line 2. This number should include both organizations that aren't tax-exempt and organizations that are tax-exempt under section 501(c) but not section 501(c)(3).

Part III. Grants and Other Assistance to Domestic Individuals

Complete Part III if the organization answered "Yes" on Form 990, Part IV, line 22. A "Yes" response means that the organization reported more than \$5,000 on Form 990, Part IX, line 2, column (A).

Enter information for **grants and other assistance** made to or for the benefit of individual recipients. Don't complete Part III for grants or assistance provided to individuals through another organization or entity, unless the grant or assistance is earmarked by the filing organization for the benefit of one or more specific **domestic individuals**. Instead, complete Part II, earlier. For example, report a payment to a **hospital** designated to cover the medical expenses of particular domestic individuals in Part III and report a contribution to a hospital designated to provide some service to the general public or to unspecified domestic charity patients in Part II.

Enter the details of each type of assistance to individuals on a separate line of Part III. If there are more types of assistance than space available, report the types of assistance on duplicate copies of Part III. Use as many duplicate copies as needed, and number each page. Use Part IV if additional space is needed for descriptions of particular column entries.

Column (a). Specify type(s) of assistance provided, or describe the purpose or use of grant funds. Don't use general terms such as charitable, educational, religious, or scientific. Use more specific descriptions, such as scholarships for students attending a particular school; provision of books or other educational supplies; food, clothing, and shelter for indigents, or direct cash assistance to indigents; etc. In the case of specific disaster assistance, include a description of the type of assistance provided and identify the disaster (for example, "Food, shelter, and clothing for immediate relief for victims of Colorado wildfires").

Column (b). Enter the number of recipients for each type of assistance. If the organization is unable to determine the actual number, provide an estimate of the number. Explain in Part IV how the organization arrived at the estimate.

Column (c). Enter the aggregate dollar amount of cash grants for each type of grant or assistance. Cash grants include grants and allocations paid by cash, check, money order, electronic fund or wire transfer, and other charges against funds on deposit at a financial institution.

Columns (d) and (e). Enter the **fair market value** of noncash property. Describe the method of valuation. Report property with a readily determinable market value (for example, market quotations for **securities**) at

its fair market value. For marketable securities registered and listed on a recognized securities exchange, measure market value by the average of the highest and lowest quoted selling prices or the average between the bona fide bid and asked prices, on the date the property is distributed to the grantee. When fair market value cannot be readily determined, use an appraised or estimated value.

Column (f). For noncash grants or assistance, enter descriptions of property. List all that apply. Examples of noncash assistance include medical supplies or equipment, pharmaceuticals, blankets, and books or other educational supplies.



*If the organization checks "Accrual" on Form 990, Part XII, line 1; follows **SFAS 116** (ASC 958) (see instructions for Form 990, Part IX); and makes a grant during the **tax year** to be paid in future years to a **domestic individual**, it should report the grant's present value in Part III, column (c) or (d), and report any accruals of present value increments in future years.*

Part IV. Supplemental Information

Use Part IV to provide narrative information required in Part I, line 2, regarding monitoring of funds, and in Part III, column (b), regarding how the organization estimated the number of recipients for each type of grant or assistance. Also use Part IV to provide other narrative explanations and descriptions, as needed. Identify the specific part and line(s) that the response supports. Part IV can be duplicated if more space is needed.

**SCHEDULE J
(Form 990)**

Department of the Treasury
Internal Revenue Service
Name of the organization

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

- ▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
- ▶ Attach to Form 990.
- ▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2017

Open to Public Inspection

Employer identification number

Part I Questions Regarding Compensation

	Yes	No
<p>1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.</p> <p> <input type="checkbox"/> First-class or charter travel <input type="checkbox"/> Housing allowance or residence for personal use <input type="checkbox"/> Travel for companions <input type="checkbox"/> Payments for business use of personal residence <input type="checkbox"/> Tax indemnification and gross-up payments <input type="checkbox"/> Health or social club dues or initiation fees <input type="checkbox"/> Discretionary spending account <input type="checkbox"/> Personal services (such as, maid, chauffeur, chef) </p>		
<p>b If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain</p>	1b	
<p>2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?</p>	2	
<p>3 Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.</p> <p> <input type="checkbox"/> Compensation committee <input type="checkbox"/> Written employment contract <input type="checkbox"/> Independent compensation consultant <input type="checkbox"/> Compensation survey or study <input type="checkbox"/> Form 990 of other organizations <input type="checkbox"/> Approval by the board or compensation committee </p>		
<p>4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:</p>		
<p>a Receive a severance payment or change-of-control payment?</p>	4a	
<p>b Participate in, or receive payment from, a supplemental nonqualified retirement plan?</p>	4b	
<p>c Participate in, or receive payment from, an equity-based compensation arrangement?</p> <p>If "Yes" to any of lines 4a–c, list the persons and provide the applicable amounts for each item in Part III.</p>	4c	
<p>Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5–9.</p>		
<p>5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:</p>		
<p>a The organization?</p>	5a	
<p>b Any related organization?</p> <p>If "Yes" on line 5a or 5b, describe in Part III.</p>	5b	
<p>6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:</p>		
<p>a The organization?</p>	6a	
<p>b Any related organization?</p> <p>If "Yes" on line 6a or 6b, describe in Part III.</p>	6b	
<p>7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III</p>	7	
<p>8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III</p>	8	
<p>9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?</p>	9	

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)–(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)–(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
1	(i)							
	(ii)							
2	(i)							
	(ii)							
3	(i)							
	(ii)							
4	(i)							
	(ii)							
5	(i)							
	(ii)							
6	(i)							
	(ii)							
7	(i)							
	(ii)							
8	(i)							
	(ii)							
9	(i)							
	(ii)							
10	(i)							
	(ii)							
11	(i)							
	(ii)							
12	(i)							
	(ii)							
13	(i)							
	(ii)							
14	(i)							
	(ii)							
15	(i)							
	(ii)							
16	(i)							
	(ii)							

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Schedule O (Form 990 or 990-EZ), such as legislation enacted after the schedule and its instructions were published, go to www.irs.gov/Form990.

Purpose of Schedule

An organization should use Schedule O (Form 990 or 990-EZ), rather than separate attachments, to provide the IRS with narrative information required for responses to specific questions on Form 990 or 990-EZ, and to explain the organization's operations or responses to various questions. It allows organizations to supplement information reported on Form 990 or 990-EZ.

Don't use Schedule O to supplement responses to questions in other schedules of the Form 990 or 990-EZ. Each of the other schedules includes a separate part for supplemental information.

Who Must File

All organizations that file Form 990 and certain organizations that file Form 990-EZ must file Schedule O (Form 990 or 990-EZ). At a minimum, the schedule must be used to answer Form 990, Part VI, lines 11b and 19. If an organization isn't required to file Form 990 or 990-EZ but chooses to do so, it must file a complete return and provide all of the information requested, including the required schedules.

Specific Instructions

Use as many continuation sheets of Schedule O (Form 990 or 990-EZ) as needed.

Complete the required information on the appropriate line of Form 990 or 990-EZ prior to using Schedule O (Form 990 or 990-EZ).

Identify clearly the specific part and line(s) of Form 990 or 990-EZ to which each response relates. Follow the part and line sequence of Form 990 or 990-EZ.

Late return. If the return isn't filed by the due date (including any extension granted), attach a separate statement giving the reasons for not filing on time. **Don't use** this schedule to provide the late-filing statement.

Amended return. If the organization checked the *Amended return* box on Form 990, *Heading*, item B, or Form 990-EZ, *Heading*, item B, use Schedule O (Form 990 or 990-EZ) to list each part or schedule and line item of the Form 990 or 990-EZ that was amended.

Group return. If the organization answered "Yes" to Form 990, line H(a), but "No" to line H(b), use a separate

attachment to list the name, address, and EIN of each affiliated organization included in the group return. **Don't use** this schedule. See the Instructions for Form 990, *I. Group Return*.

Form 990, Parts III, V, VI, VII, IX, XI, and XII. Use Schedule O (Form 990 or 990-EZ) to provide any narrative information required for the following questions in the Form 990.

1. Part III, *Statement of Program Service Accomplishments*.

- a. "Yes" response to line 2.
- b. "Yes" response to line 3.
- c. Other program services on line 4d.

2. Part V, *Statements Regarding Other IRS Filings and Tax Compliance*.

- a. "No" response to line 3b.
- b. "Yes" or "No" response to line 13a.
- c. "No" response to line 14b.

3. Part VI, *Governance, Management, and Disclosure*.

- a. Material differences in voting rights among members of the governing body in line 1a.
- b. Delegation of governing board's authority to executive committee in line 1a.
- c. "Yes" responses to lines 2 through 7b.
- d. "No" responses to lines 8a, 8b, and 10b.
- e. "Yes" response to line 9.
- f. Description of process for review of Form 990, if any, in response to line 11b.
- g. "Yes" response to line 12c.
- h. Description of process for determining **compensation** in response to lines 15a and 15b.

i. If applicable, in response to line 18, an explanation as to why the organization checked the *Other* box or didn't make any of Forms 1023, 1024, 990, or 990-T publicly available.

j. Description of public disclosure of documents in response to line 19.

4. Part VII, *Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors*.

a. Explain if reporting of compensation paid by a related organization is provided only for the period during which the related organization was related, not the entire calendar year ending with or within the tax year, and state the period during which the related organization was related.

b. Description of reasonable efforts undertaken to obtain information on compensation paid by related organizations, if the organization is unable to obtain such information to report in column (E).

5. Explanation for Part IX, *Statement of Functional Expenses*, line 11g (other fees

for services), including the type and amount of each expense included in line 11g, if the amount in Part IX, line 11g, exceeds 10% of the amount in Part IX, line 25 (total functional expenses).

6. Explanation for Part IX, *Statement of Functional Expenses*, line 24e (all other expenses), including the type and amount of each expense included in line 24e, if the amount on line 24e exceeds 10% of the amount in Part IX, line 25 (total functional expenses).

7. Part XI, *Reconciliation of Net Assets*. Explain any other changes in net assets or fund balances reported on line 9.

8. Part XII, *Financial Statements and Reporting*.

a. Change in accounting method or description of other accounting method used on line 1.

b. Change in committee oversight review from prior year on line 2c.

c. "No" response to line 3b.

Form 990-EZ, Parts I, II, III, and V. Use Schedule O (Form 990 or 990-EZ) to provide any narrative information required for the following questions.

1. Part I, *Revenue, Expenses, and Changes in Net Assets or Fund Balances*.

a. Description of other revenue, in response to line 8.

b. List of grants and similar amounts paid, in response to line 10.

c. Description of other expenses, in response to line 16.

d. Explanation of other changes in net assets or fund balances, in response to line 20.

2. Part II, *Balance Sheets*.

a. Description of other assets, in response to line 24.

b. Description of total liabilities, in response to line 26.

3. Description of other program services in response to Part III, *Statement of Program Service Accomplishments*, line 31.

4. Part V, *Other Information*.

a. "Yes" response to line 33.

b. "Yes" response to line 34.

c. Explanation of why organization didn't report unrelated business gross income of \$1,000 or more to the IRS on Form 990-T, in response to line 35b.

d. "No" response to line 44d.

Other. Use Schedule O (Form 990 or 990-EZ) to provide narrative explanations and descriptions in response to other specific questions. The narrative provided should refer and relate to a particular line and response on the form.



Don't include on Schedule O (Form 990 or 990-EZ) any social security number(s), because this schedule will be made available for public inspection.

5. Explanation for Part IX, *Statement of Functional Expenses*, line 11g (other fees

**SCHEDULE R
(Form 990)**

Department of the Treasury
Internal Revenue Service

Name of the organization

Related Organizations and Unrelated Partnerships

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.
▶ Attach to Form 990.

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

OMB No. 1545-0047

2017

**Open to Public
Inspection**

Employer identification number

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

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity
(1) -----					
(2) -----					
(3) -----					
(4) -----					
(5) -----					
(6) -----					

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

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No
(1) -----							
(2) -----							
(3) -----							
(4) -----							
(5) -----							
(6) -----							
(7) -----							

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

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512–514)	(f) Share of total income	(g) Share of end-of- year assets	(h) Disproportionate allocations?		(i) Code V–UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	
(1)												
(2)												
(3)												
(4)												
(5)												
(6)												
(7)												

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

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity?	
								Yes	No
(1)									
(2)									
(3)									
(4)									
(5)									
(6)									
(7)									

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

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

	Yes	No
1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II–IV?		
a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity	1a	
b Gift, grant, or capital contribution to related organization(s)	1b	
c Gift, grant, or capital contribution from related organization(s)	1c	
d Loans or loan guarantees to or for related organization(s)	1d	
e Loans or loan guarantees by related organization(s)	1e	
f Dividends from related organization(s)	1f	
g Sale of assets to related organization(s)	1g	
h Purchase of assets from related organization(s)	1h	
i Exchange of assets with related organization(s)	1i	
j Lease of facilities, equipment, or other assets to related organization(s)	1j	
k Lease of facilities, equipment, or other assets from related organization(s)	1k	
l Performance of services or membership or fundraising solicitations for related organization(s)	1l	
m Performance of services or membership or fundraising solicitations by related organization(s)	1m	
n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)	1n	
o Sharing of paid employees with related organization(s)	1o	
p Reimbursement paid to related organization(s) for expenses	1p	
q Reimbursement paid by related organization(s) for expenses	1q	
r Other transfer of cash or property to related organization(s)	1r	
s Other transfer of cash or property from related organization(s)	1s	

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

	(a) Name of related organization	(b) Transaction type (a–s)	(c) Amount involved	(d) Method of determining amount involved
(1)				
(2)				
(3)				
(4)				
(5)				
(6)				

Part VI **Unrelated Organizations Taxable as a Partnership.** Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

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

(a) Name, address, and EIN of entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(e) Are all partners section 501(c)(3) organizations?		(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V—UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
				Yes	No			Yes	No		Yes	No	
(1)													
(2)													
(3)													
(4)													
(5)													
(6)													
(7)													
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(16)													



MEMORANDUM

To: PacMtn Board Members

From: Cheryl B. Fambles, CEO

Date: February 8, 2019

Subject: New PacMtn Policies:
Opioid Use Reduction & Recovery (OURR) Policy Development
PacMtn WorkSource Representation and Customer Referral Policy Development

Program Policy: Opioid Use Reduction & Recovery (OURR) Policy Development

The attached PacMtn Program Policies – Development, Change and Updates Summary reflects the development of a policy for the Opioid Use Reduction & Recovery (OURR) Alliance program, a new program funded through the National Health Emergency Dislocated Worker Demonstration Grants to Address the Opioid Crisis. A policy was needed at the local level for guidance on eligibility screening for participants, documentation of participant data in online tracking systems, and to provide references for additional guidance regarding the OURR Alliance program.

Development

Initial guidance for the National Health Emergency Dislocated Worker Demonstration Grant was provided in the Training and Employment Guidance Letter (TEGL) 12-17 along with additional guidance provided by the Department of Labor, Employment Security Department, and from within existing local policies as applicable to this grant award. With new definitions and expanded criteria, PacMtn determined a local policy was necessary to provide our area workforce professionals with the guidance needed for serving participants under the grant.

A series of determinations were processed at the local level ensuring adherence to existing WIOA regulations and guidance, including identifying criteria for new program participant eligibility definitions and allowances, Craig Clark and Julie Baxter led the effort to develop the OURR Alliance Policy deemed necessary to effectively serve program participants while adhering to the requirements of the NHE grant.

Upon development, the policy guidance was reviewed by the PacMtn Executive Leadership Team. Additionally, the Employment Security Department had a two-week period for review of local eligibility criteria to provide feedback on areas where changes may have been beneficial. Upon review by the Executive Finance Committee and in the event of approval, the policy will be disseminated to our area workforce professionals to include PacMtn staff, contractors, and partners providing services under the OURR Alliance grant.

PacMtn WorkSource Policy: Representation and Customer Referral Policy

The attached PacMtn Policy clarifies the expectations of the PacMtn Workforce Development Council (WDC) for required partners to be represented at WorkSource /American Job Center Sites and provide access to their services under the Workforce Innovations and Opportunity Act (WIOA).



Development

WIOA specifies that at least one WIOA title I staff must be physically present at a comprehensive AJC. WIOA requires title III Wagner-Peyser Act to be “co-located in comprehensive and/or affiliate American Job Centers” and requires staff from at least one additional partner be physically present more than 50% of the time the site is open. Local veterans’ employment, disabled veterans’ outreach, or unemployment compensation programs do not count as the partner for purposes of this requirement.

TEGL 16-16 clarifies that “providing career services does not mean that each required partner must provide these services directly on-site at a comprehensive American Job Center”. It does specify that career services must be provided directly on-site through access to one-stop partner programs and activities, which, as described in 20 CFR 678.305(d), 34 CFR 361.305(d), and 34 CFR 463.305(d), may be delivered in three ways:

- Having program staff physically present at the American Job Center;
- Having staff from a different physically present partner *appropriately trained* to provide information to customers about the programs, services, and activities available through all partner programs; or
- Providing direct linkage through technology to a program staff member who can provide meaningful information or services.

Each WDC, with the required partners and one-stop operator(s), is required to establish how access to partner programs will be provided and to document this in the local Memoranda of Understanding (MOUs). The frequency of program staff’s physical presence in an affiliated site is to be determined through local MOU negotiations.

Ideally, customers should be able to access all the services they need in “one-stop” – without travelling for appointments, etc. While the obvious way to achieve this level of access is for staff from all required partners to provide services on-site, this is be unrealistic, expensive and potentially duplicative. This policy clarifies the expectations for required and other partners to participate in WorkSource/American Job Centers, Affiliates, and Connection Sites in the PacMtn Region. It is the policy of the WDC to provide the maximum access to services to current and potential customers of the WorkSource/AJC system in the PacMtn Region. The expectations set forth in this policy represent a floor (base level expectations) not a ceiling (ideal state). WorkSource/AJC sites and required and other partners are expected to meet the expectations set forth in this policy and to work to exceed them in order to assure maximum access to services for all customers.

Motion to Approve

Motion to approve the two new PacMtn policies developed and in accordance to federal policies and guidance.

Attachments: PacMtn Program Policies – Development, Change and Updates Summary
OURR Eligibility Policy #8000
WorkSource Policy: On-Site Representation and Customer Referral

PacMtn Program Policies – Development, Change and Updates Summary

As a Local Workforce Development Board, PacMtn WDC is responsible for ensuring that our program policies provide the information and guidance necessary for staff and our partner service providers to carry out the delivery of services (directly or indirectly) to customers in our region. All guidance as developed is in alignment with WIOA Regulations and all applicable operational guidance provided by both the Department of Labor (DOL), and that of the Employment Security Department.

Periodically WIOA Regulations or other subsequent operational guidance which has been or will be provided in the future by the Department of Labor (DOL), and/or of the Employment Security Department, will warrant the development of a new local area policy or necessitate an update to one of our existing PacMtn policies be in alignment.

The development and introduction of new policies or policy updates are processed as determined necessary upon the receipt of any new guidance. Therefore, such actions are then presented to the board for approval on a quarterly schedule unless the change necessitates otherwise.

New Policies for Approval:

The following provides a brief explanation of the need and the PacMtn’s justification to develop and request approval of these new policies.

PacMtn Program Policies - New Policy Creation

Program Policy – Opioid Use Reduction and Recovery (OURR) Policy #8000

Policy Development Justification:

Workforce Innovation and Opportunity Act (WIOA)

Training and Employment Guidance Letter (TEGL) 12-17: National Health Emergency Dislocated Worker Demonstration Grants to Address the Opioid Crisis

Under the authority of section 169(c) of WIOA and as outlined in TEGL 12-17, funds allocated for the National Health Emergency Dislocated Worker Demonstration Grants to Address the Opioid Crisis may be used for training and support activities for dislocated workers, incumbent workers, and new entrants in the workforce related to addressing the economic and workforce impacts of the opioid epidemic.

PacMtn has received such funds and has named the local project Opioid Use Reduction and Recovery (OURR) Alliance. To allow for and facilitate Opioid Use Reduction and Recovery relationships and services at the local level within the PacMtn WDA, PacMtn has developed a local policy to allow for such relationships and service related activities within our area.

PacMtn WorkSource Policy: Representation and Customer Referral

Policy Development Justification:

Workforce Innovation and Opportunity Act (WIOA)

Training and Employment Guidance Letter (TEGL) 16-16

TEGL 16-16 clarifies that “providing career services does not mean that each required partner must provide these services directly on-site at a comprehensive American Job Center”. It does specify that career services must be provided directly on-site through access to one-stop partner programs and activities, which, as described in 20 CFR 678.305(d), 34 CFR 361.305(d), and 34 CFR 463.305(d), may be delivered in three ways:

- Having program staff physically present at the American Job Center;
- Having staff from a different physically present partner *appropriately trained* to provide information to customers about the programs, services, and activities available through all partner programs; or
- Providing direct linkage through technology to a program staff member who can provide meaningful information or services.

Each WDC, with the required partners and one-stop operator(s), is required to establish how access to partner programs will be provided and to document this in the local Memoranda of Understanding (MOUs). The frequency of program staff’s physical presence in an affiliated site is to be determined through local MOU negotiations, within the parameters of at 20 CFR 678.310-78.320, 34 CFR 361.310-361.320, and 34 CFR 463.310-463.30



TITLE: Opioid Use Reduction and Recovery (OURR) Eligibility Policy # 8000

Type: Program Policy

Date Established: 10/15/2018

Date Last Revised:

Date Posted to Website: 10/19/2018

Status: Draft

Supersedes: N/A

Purpose

The Opioid epidemic exacerbates the already stressed healthcare system and regional economy of the 5-county workforce area (PacMtn WDA). This project is designed to connect the community healthcare and workforce development systems. It will help Dislocated Workers and those affected by opioid addiction remove barriers to employment, become work ready and enter the world of work as contributors to the local economy and our communities

PacMtn's Opioid Use Reduction and Recovery (OURR) program will provide services aligned with and designed to support the goals of the region's economic development strategy, as well as the applicable WIOA Strategic Plan(s) for the PacMtn area.

Policy

This policy is in direct response to PacMtn receiving the Department of Labor's National Health Emergency Dislocated Worker Demonstration Grants to Address the Opioid Crisis. As part of the grant application process the entire five county PacMtn region was designated as hard-hit by the opioid crisis, supporting the need for additional guidance around serving expanded populations impacted by the opioid crisis.

This policy applies to all activities funded by and delivered through the local WorkSource system and applicable service providers. This policy provides guidance regarding the eligibility determination and enrollment of qualifying individuals affected directly or indirectly by the Opioid crisis, or workers seeking to enter into professions that could help in addressing the Opioid Crisis and its causes. With nation and region-wide community efforts underway to address the opioid crisis, providing additional guidance for our area workforce professionals to align with those efforts as part of this grant was identified as a necessity.

PacMtn and other workforce professionals will provide workforce based services in collaboration with and embedded in the community agencies that serve high-risk opioid affected populations including homeless youth and adults, youth under the care of state juvenile rehabilitation facilities, organizations supporting those in and out of county jails, mothers addicted while pregnant, and community mental health based organizations.

Policy Guidelines

Qualified workforce professionals will offer career guidance, job readiness assessments and placement support for individuals who are ready to be placed in a structured skill development program, and/or supervised work-experience (WEX), job shadow, internship or an unsubsidized job placement.

Trained workforce staff will be responsible for ensuring eligibility and documentation in accordance with the requirements set by US Department of Labor and covered in the OURR Procedures Document # 8000P.

Qualifying participants:

May be co-enrolled into WIOA formula grants if determined eligible, but it is not required
Participant must be a dislocated worker, incumbent worker, or new entrant to the workforce

New Entrant to the Workforce;

- An individual (age 16 and up) just entering the workforce for the first time
OR
- An individual (age 16 and up) who has been disconnected* from the workforce for long enough that it's as if they are starting over, including**:
- Individuals who have experienced unemployment for longer than twenty-seven (27) weeks
OR
- Individuals who have been disconnected* from the workforce by incarceration and/or conviction
OR
- Individuals who have been disconnected* from the workforce for at least thirty (30) days due to institutionalization into an inpatient treatment facility or outpatient treatment regimen
OR
- Individuals who have been disconnected* from the workforce due to new or exacerbated disability or substance use disorder which caused disconnection due to the individuals inability to perform the essential functions of their previous employment and/or has impacted their ability to establish new employment

**Disconnected is defined as any separation that has not allowed or will not allow an individual to return to their previous place of employment or previous line of work*

***Justifications for these definitions include consideration that these individuals are re-entering the workforce with new barriers that may prevent them from returning to existing employment and/ or are re-entering after a health related scenario*

- Please refer to WIOA guidance for definitions of Dislocated Worker and Incumbent Worker

Along with career, training, and work-based services allowed, other specific services and strategy guidance may be available but must be determined by the local WDC. Up to 10% of funding can be used for supportive services.

Example of supportive services that may be allowed:

- Health, mental health, addiction, or other forms of outpatient treatment that may impact opioid addiction and related, underlying, or complicating conditions;

- Drug testing for current use of illegal drugs prior to enrollment in career or training services or prior to employment;
- Linkages to community services, including services offered by partner organizations designed to support grant participants;
- Referrals to health care, including referrals to drug treatment and mental health services; and,
- Payments and fees for employment and training-related applications, tests, and certifications.

Please note: NHE grant funds may not be used to pay the costs of in-patient drug treatment and rehabilitation programs.

WIT System Data Entry Requirements (*WorkSource Integrated Technology System*)

As may be applicable and required for any WIOA and or Wagner-Peyser applicant or participant Career, Training or Follow-Up Service Data Entries to include but not be limited to the following:

- Applicant or Participant Registrations,
- Program Enrollments,
- Eligibility Determinations
- (Adult, DW, as applicable, Low Income, Military Service, Veteran, Priority of Service, etc.)
- The IEP's
- ITA's and Training Program Enrollments/Service Delivery
- Training paid by others
- Training/Program Completions
- Support Services,
- Exits
- Follow-Up Services,
- Case Note Entries;

and all other data requirements as necessary per Policy 1020 - Data Integrity and Performance Reporting Requirements and Handbook, please follow all current and future Workforce Integrated Technology (WIT), System guidance, training, instructional materials and direct departmental or program supervisor instruction and policies developed.

If the applicant or participant's information is already entered in the WIT System, staff must verify that the information is current and/or make updates. If required by program, print out the applicable or necessary document, obtain signatures and place in the hard copy file. Please note all system data updates or changes in case note.

To deliver Career and or Training Services, the program staff person is required to enter participant and program specific data that will create an Individual Employment Plan/Service Plan.

Data Validation Note: As may be applicable, the date of dislocation entered must be documented in the file by either verification from the employer; a Rapid Response list; Notice of Layoff; public announcement with a cross-match with UI; self-attestation and for transitioning military members by the Army Career Alumni Program (ACAP) application along with a self-certification from the applicant.

Applicants who identify them self as a veteran must have a copy of their DD214 in their participant file. The dislocation date must have the month, day and year.

Any discrepancies arising between PacMtn policy and or procedures with federal and state provisions due to current or future revisions will default to the current minimum federal and state regulations and guidance available. PacMtn policy and or procedures may set forth stricter requirements than provided by federal and state guidance, but in no case will PacMtn policy and or procedures not meet minimum federal and state policy.

References

Workforce Innovation and Opportunity Act of 2014
PacMtn Procedures Document # 5005P - Career Services
PacMtn Policy #5015 - Training Services
PacMtn Policy #5300 - Incumbent Worker Training
PacMtn Policy #5200 - Support Services
Training and Employment Guidance Letter (TEGL) 12-17
WorkSource System Policy 1019 R4* & Attachment A - Eligibility Handbook

**Compliance with the state's eligibility policy will be based on the version of the handbook in effect at the time of the action or activity that may be at issue.*

DATE APPROVED: TBD

Direct Inquiries to:
Pacific Mountain Workforce Development Council
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Email: Info@pacmtn.org

PacMtn is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Washington Relay 711.



PACMTN WORKSOURCE POLICY: ON-SITE REPRESENTATION AND CUSTOMER REFERRAL

Type: PacMtn-WorkSource System Policy

Date Established:

Date Last Revised:

Date Posted to Website:

Status: Draft

Supersedes: N/A

Purpose

To clarify the expectations of the PacMtn Workforce Development Council (WDC) for required partners to be represented at WorkSource/American Job Center sites and provide access to their services under the Workforce Innovation and Opportunity Act (WIOA) and federal and state policy.

Definitions:

- **Required Partner** – those federally funded programs that must make their services accessible through the WorkSource/American Job Center (AJC) one-stop system as required by WIOA. A complete list of required partners is included in Appendix A.
- **Mandated Partner** –WIOA Titles I through IV and TANF (WorkFirst) as defined in state policy #5612 One-Stop Evaluation and Certification.
- **Career Services** – services defined by WIOA and provided by the one-stop system to help job seekers become employed and maintain work. There are three types of “career services”: basic career services, individualized career services, and follow-up services. Career services may be provided in any order; there is no sequence requirement for these services. A full list of career services appears in Appendix B.
- **Direct linkage** - providing a direct connection within a reasonable time, by phone or through a real-time Web-based communication, to a program staff member who is not located at the site who can provide program information or services, including career services, to the customer. Solely providing a phone number, Web site, information, pamphlets, or materials does not constitute direct linkage (TEGL 16-16).
- **Infrastructure Funding Agreement (IFA)** – the component of the Memorandum of Agreement (MOU) that shows how the required partners fund the WorkSource/American Job Center system in the workforce region.
- **Memorandum of Understanding (MOU)** – the operating agreement among the required partners, WDC and Chief Elected Officials, including the IFA.

Background

Access to a full array of high-quality workforce services is at the heart of WIOA and the primary rationale for creating a one-stop system. Federal law and policy define a comprehensive one-stop center [AJC] as “a physical location where job seekers and employer customers **can access** the programs, services, and

activities of all required one-stop partners, along with any additional partners as determined by the Local WDB” (WIOA section 121(b)(1)(B), TEGL 16-16).

WIOA specifies that at least one WIOA title I staff must be physically present at a comprehensive AJC. WIOA requires title III Wagner-Peyser Act to be “co-located in comprehensive and/or affiliate American Job Centers” and requires staff from at least one additional partner be physically present more than 50% of the time the site is open. Local veterans’ employment, disabled veterans’ outreach, or unemployment compensation programs do not count as the partner for purposes of this requirement.

TEGL 16-16 clarifies that “providing career services does not mean that each required partner must provide these services directly on-site at a comprehensive American Job Center”. It does specify that career services must be provided directly on-site through access to one-stop partner programs and activities, which, as described in 20 CFR 678.305(d), 34 CFR 361.305(d), and 34 CFR 463.305(d), may be delivered in three ways:

- Having program staff physically present at the American Job Center;
- Having staff from a different physically present partner *appropriately trained* to provide information to customers about the programs, services, and activities available through all partner programs; or
- Providing direct linkage through technology to a program staff member who can provide meaningful information or services.

Each WDC, with the required partners and one-stop operator(s), is required to establish how access to partner programs will be provided and to document this in the local Memoranda of Understanding (MOUs). The frequency of program staff’s physical presence in an affiliated site is to be determined through local MOU negotiations, within the parameters of at 20 CFR 678.310-78.320, 34 CFR 361.310-361.320, and 34 CFR 463.310-463.320.

[Washington WorkSource Policy #5612](#) requires that comprehensive one-stop centers provide basic and individualized career services, training services and business services, and have “**representation of five mandated partners (WIOA Titles I-IV, TANF) on site.**” The policy also specifies that affiliate sites must provide basic career services and representation of at least one required partner. However, state policy does not define “representation”. WIOA allows each WDC to set higher standards of representation than those required by state policy or federal law. Connection Sites are a unique Washington approach to delivering services, and as such are not addressed by WIOA. State policy only specifies that these sites must provide basic career services.

Ideally, customers should be able to access all the services they need in “one-stop” – without travelling for appointments, etc. While the obvious way to achieve this level of access is for staff from all required partners to provide services on-site, this is be unrealistic, expensive and potentially duplicative. This policy clarifies the expectations for required and other partners to participate in WorkSource/American Job Centers, Affiliates, and Connection Sites in the PacMtn Region.

Policy

It is the policy of the WDC to provide the maximum access to services to current and potential customers of the WorkSource/AJC system in the PacMtn Region. The expectations set forth in this policy represent a floor (base level expectations) not a ceiling (ideal state). WorkSource/AJC sites and required and other partners are expected to meet the expectations set forth in this policy and to work to exceed them in order to assure maximum access to services for all customers.

Policy Guidelines

- **WorkSource/AJC Center(s):**
 - All of the required partners identified in state policy must provide access to the career services on-site at the center. This may be accomplished by providing services
 - in-person - one-on-one, in small groups, in workshops/classes,
 - through cross training of on-site staff, or
 - by direct linkage, including video conferencing or video trainings, etc.
 - All of the state mandatory partners will be represented on site as follows:
 - At least 1 staff funded with WIOA title I resources must be physically on-site at the center during operating hours and available to provide services to customers.
 - Title II services will be represented on site in person, via cross training of on-site staff from other programs and/or by direct linkage, as appropriate based on the services funded under WIOA and state funds.
 - At least 1 WIOA title III staff must be physically on-site at the center during operating hours and available to provide services to customers.
 - Titles IV will have at least one staff on-site during hours of operation.
 - TANF/Workforce will have at least one staff on-site during hours of operation.
 - The specifics of how each partner will provide access to its career services will be spelled out in center site agreement component of the IFA.
 - The site agreement will specify which of the career services provided by each partner will be offered on-site, via cross training or by direct linkage to meet the needs of the customers accessing the center.
 - The center(s) and required partners will work together to increase access to services from all required partners over time.

- **Affiliate(s):**
 - At least 1 WIOA title III staff must be physically on-site at an affiliate during operating hours and available to provide services to customers.
 - At least 1 title I partner must be physically on-site at an affiliate site 50% or more of the time.
 - All other partners will be on-site at the affiliate as appropriate based on their services require by customers.
 - Basic career services must be provided to customer on-site.
 - Affiliate site agreements should spell out who is on-site and which services are provided on-site, via cross trained staff or by direct linkage.

- **Connection Site(s):**
 - Must provide access to basic career services on-site, via cross trained staff, or by direct linkage, as documented in a site agreement.
 - WIOA required partners representation is not required on-site.

- **Commitment to Access:** PacMtn has a longer-term goal of increasing the use of technology to assure that customers have access to the full array of services regardless of which site they choose to access. The use of technology should not replace the minimum expectations set forth in in this policy, and should meet the standards for direct linkage, as applicable.

TITLE: WIOA Begin Here

References

Begin Here – If Applicable

DATE APPROVED: TBD

Direct Inquiries to:
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1570 Irving Street SW Tumwater, WA 98512
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STAFF MEMORANDUM

To: PacMtn EFC Members
From: Cheryl B. Fambles
Date: March 6, 2019

Subject: Discussion Only: Review of 2019 Board Planning Retreat and Next Steps

Background

Board Member comments overall were very favorable. Most found it informative and a good use of time. The organization of the materials and the day were well received. Board Members were appreciative in hearing the youth present their stories and to see how their participation in WIOA programs led to jobs.

Grays Harbor College was a great host. We did receive statement about the inability to hear and moving forward the staff will take a stronger look at acoustics, including use of microphones and setting up the room in ways that better facilitate hearing those with softer voices. The afternoon break was not soon enough and that meant the afternoon treats also were delayed. The Board requested a Proclamation for Stacey Anderson's retirement and it was delivered in a party before she left for Florida.

In the afternoon section of the Retreat, Eleni Papadakis from the State Workforce Board provided an overview of workforce board responsibilities included in the federal law and re-emphasized in the State Talent and Prosperity Plan. Eleni then facilitated a panel wherein Board Members who represent each of the major partnerships in a WorkSource described what it is their agency/field/partner service offers and how such offerings are realized and maximized. They also described the challenges that limit the ability to truly leverage those possibilities. The panelists focused their comments on 3 different customer profiles that represent a composite of the circumstances, profile and characteristics of real customers in our region. These customers are youth or adults with the highest service priority (homeless, justice involved, with disability).

After the BREAK and in consideration of the issues raised by the Panelists Board Members went to smaller work groups to identify specific actions or outcomes the entire Board could assume to close the gap on the large percent (40%) of the region's population that do not graduate, get on a career path, and find work that is fulfilling, advancing or self-sufficient/sustaining.

The Board was asked 3 questions to impact those circumstances. A summary of the feedback is attached.

1. What are the major obstacles getting in the way of more individuals finding a pathway?
2. What 1 or 2 priorities in programming and specific investments could the Board make that would make a difference.
3. What would demonstrate that the Board's commitment was making a difference?



Summary of Comments and Major Themes

Challenges and Obstacles:

1. K-12 system lacks a connection to real world jobs and careers
2. Students are afforded limited choices in careers and jobs
3. Bias toward college
4. Specific populations are more challenged/impacted than others
5. Business needs a stronger influence

Opportunities, Priorities and Possible Action:

1. Despite funding limitations for In-School Youth, find ways to influence the younger student's experience of the world of work
2. Market and value the possibilities of many jobs and career pathways
3. Tie skills and abilities to contemporary work place demands
4. Focus on the value of *skills and skills acquisition* vs. jobs
5. Improve the functionality of and access to the workforce system
6. Youth entrepreneurship and innovation skills

Board Demonstration of the commitment

1. Show up at career connected events and activities funded by PacMtn
2. Invest in youth employment
3. Get the necessary data and tell the story
4. Enable more young people to access information at an earlier age

Staff Recommendations for Next Steps

Based upon these themes and in light of the ongoing work, we offer the following thoughts, activities and projects to undertake in the remainder of this and next year:

- emphasize and incentivize work-based learning projects in partnership with local businesses i.e. High Impact Community Grants
- increase alignment and integration with Career Connected Learning programs and funds
- Convene regional "CTE in the community" discussion in partnership with districts and RALLY to assess needs and vet **possible** activity including:
 - a marketing campaign
 - teacher training and support for CTE related competitions
 - provision of career pathway information for CTE teachers and counselors
 - offer technical support workshops and resources for smaller communities
- Invest in Youth Entrepreneur programming



Annual Board Retreat
January 24, 2019
8:00 AM – 4:00 PM | Grays Harbor College

Agenda

8:00 Continental Breakfast & Networking

8:30 Welcome & Self Introductions

Share your most memorable moment or reflection of your service on the WDC Board?

(Board Chair Duane Evans)

Welcome to Grays Harbor Campus (President Jim Minkler)

9:00 2018 In-Review (PacMtn Senior Staff)

10:30 BREAK

10:45 Youth Voices: I Want You To Know...

12:15 LUNCH

12:30 Integrated Service Delivery: Opportunities to Partner (Eleni Papadakis)

12:50 Making the Partnership Work for Customers: Board Member Panel Discussion

(Jim Minkler, Jason Reed, Paul Vertrees, Anne Goranson, Dawn Murphy, Mike Hickman)

2:30 BREAK

2:45 The Board's Role: Small Group Discussion (All)

Some research suggests that at least 40% of this region's workforce pipeline—young people and those remaining on the labor force sidelines are not finding their way to a successful life pathway. For this region, what ideas does the Board have and will assume some leadership to impact those circumstances?

3:50 Reflection of the Day and Concluding Remarks (All)

January 2019 Board Retreat
Afternoon Small Group Discussion

Research suggests at least 40% of this region's workforce pipeline – young people and those remaining on the labor force sidelines are not finding their way to a successful life pathway.

What ideas does the Board have and will assume some leadership to impact those circumstances?

1. What are the major obstacles getting in the way of more individuals finding a pathway?
2. What 1 or 2 priorities in programming and specific investments could the Board make that would make a difference.
3. What would demonstrate that the Board's commitment was making a difference?

What are the major obstacles getting in the way of more individuals finding a successful life and employment pathway?

1. K-12 system inadequate
 - Teach only what we test
 - Educational alignment with needs of workforce
 - Career connected learning – No incentives
 - Public schools focus on negatives
 - K-12 lack exposure to workforce,
 - early exposure to what is possible, lack of methods for earlier intervention
2. Limited Options and College Bias
 - College only value
 - Misleading image of success – “college or bust”
3. Specific Population Challenges
 - Decision makers lack understanding of next generation
 - Entitlement
 - Youth awareness of the possibilities outside their immediate bubble
 - Cultural differences
 - Participation in work to make a difference
 - One size programming and services do NOT fit all
 - Size of region limits and complicates access to services
 - Structural Inequity for certain populations
 - Lack of trust- of the system
 - Disabilities
4. Limited role for business in defining what it means to be a successful employee

What 1 or 2 Priorities and Actions in programming and specific investment could the Board make that would make a difference?

Work with K-12

1. Remodel education system to align with stackable certs and beyond
2. K-12 accountability needs to be more flexible
3. Build career exposures for k-12
4. Teach students entrepreneurship
5. "Ropes" course in schools and libraries to promote resiliency and build understanding of risks and failures
6. Deeper connection to WFO
7. Early opportunities for Career Exploration and Early Experience on job sites Map out pathways- stackable certificates

Market Services

1. Marketing campaign so people understand resources available
2. Use of technology to grab attention of younger participants

Focus upon and Build Skills Needed by Business

1. Common skills across sectors
2. Build buy in for certifications that meet needs of biz
3. Cross walk skills to jobs
4. Expand Employer connections
5. Work with Impact Washington to reach businesses
6. Manufacturing or similar Simulation technology

Impact Workforce System

1. THINK BIG--System overhaul
2. Increase connection between referrals and jobs
3. Survey the user and ask 'what can we do'
4. Replicating WIOA service provider panel activity w/ WorkSource partners
5. System Navigator
6. Increase Apprenticeship, Internship
7. Help build externship Programs

Misc

1. Great emphasis on birth through 5 early learning
2. Review Switzerland apprenticeship model
3. Future proofing systems and people
4. Learn and experience risks/failure to build resiliency
5. Parent learning and involvement "whole family unit"

Question 3

What would demonstrate that the Board's commitment was making a difference?

1. Collectively talk it through and plan
2. More localized data
3. Objective surveys
4. Be in the community talking about it i.e. go to events like fishery release into Chehalis
5. Dedicated time and financial Investment towards improved outcomes
6. Sponsor Local Events like Math4Life, Bring Your Child To Work