## Form **990**

Department of the Treasury

## **Return of Organization Exempt From Income Tax**

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

Open to Public

▶ The organization may have to use a copy of this return to satisfy state reporting requirements.

OMB No. 1545-0047 2008

Inspection

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Ě	9		gram servio																,00			323,000	
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OR FUND	Ă 20	<b>)</b> Tota	al assets (F	Part	X, lin	e 16)													,00			488,000	0
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May	the	IRS dis	cuss this re	eturi	n with	the p	repare	er show	wn abo	ve? (	see inst	tructi	ons)									Yes X	No

YMCA of San Diego County 95-2039198

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Page 2

Part IV Checklist of Required Schedules

			Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes,"			
	complete Schedule A	1	Χ	
2	Is the organization required to complete Schedule B, Schedule of Contributors?	2		Χ
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to			
	candidates for public office? If ``Yes," complete Schedule C, Part I	3		Χ
4	Section 501(c)(3) organizations. Did the organization engage in lobbying activities? If ``Yes," complete Schedule C,			
-	Part II	4		Χ
5	Section 501(c)(4), 501(c)(5), and 501(c)(6) organizations. Is the organization subject to the section 6033(e) notice			21
3	and reporting requirement and proxy tax? If ``Yes," complete Schedule C, Part III	5		
6				
6	Did the organization maintain any donor advised funds or any accounts where donors have the right to			
	provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete	_		3.7
_	Schedule D, Part I	6		Χ
7	Did the organization receive or hold a conservation easement, including easements to preserve open space,			7.7
	the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II	7		Χ
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes,"			
	complete Schedule D, Part III	8		Χ
9	Did the organization report an amount in Part X, line 21; serve as a custodian for amounts not listed in Part			
	X; or provide credit counseling, debt management, credit repair, or debt negotiation services? If ``Yes,"			
	complete Schedule D, Part IV	9		Χ
10	Did the organization hold assets in term, permanent, or quasi-endowments? If ``Yes," complete Schedule D, Part V	10	Χ	
11	Did the organization report an amount in Part X, lines 10, 12, 13, 15, or 25? If ``Yes," complete Schedule D,			
	Parts VI, VII, VIII, IX, or X as applicable	11	Χ	
12	Did the organization receive an audited financial statement for the year for which it is completing this return			
	that was prepared in accordance with GAAP? If ``Yes," complete Schedule D, Parts XI, XII, and XIII.	12	Χ	
13	Is the organization a school described in section 170(b)(1)(A)(ii)? If ``Yes," complete Schedule E	13		Χ
	Did the organization maintain an office, employees, or agents outside of the U.S.?	14a		X
	Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising,			
-	business, and program service activities outside the U.S.? If ``Yes," complete Schedule F, Part I	14b		Χ
15	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or assistance to any organization	140		21
13	or entity located outside the United States? If ``Yes," complete Schedule F, Part II	15	Х	
46		13	Λ	
16	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or assistance	40		3.7
4-	to individuals located outside the United States? If "Yes," complete Schedule F, Part III.	16		X
17	Did the organization report more than \$15,000 on Part IX, column (A), line 11e? If ``Yes," complete Schedule G, Part I	17	7.7	Χ
18	Did the organization report more than \$15,000 total on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II.	18	Х	7.7
19	Did the organization report more than \$15,000 on Part VIII, line 9a? If "Yes," complete Schedule G, Part III	19		Χ
20	Did the organization operate one or more hospitals? If ``Yes," complete Schedule H	20		Χ
21	Did the organization report more than \$5,000 on Part IX, column (A), line 1? If ``Yes," complete Schedule I, Parts I and II	21		Χ
22	Did the organization report more than \$5,000 on Part IX, column (A), line 2? If ``Yes," complete Schedule I, Parts I and III	22		Χ
23	Did the organization answer ``Yes" to Part VII, Section A, questions 3, 4, or 5? If ``Yes," complete			
	Schedule J	23	Χ	
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? If ``Yes," answer questions 24b-24d and complete			
	Schedule K. If ``No," go to question 25	24a		Χ
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? $N/A$	24b		
С	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? $N/A$	24d		
	Section 501(c)(3) and 501(c)(4) organizations Did the organization engage in an excess benefit transaction with a			
	disqualified person during the year? If ``Yes," complete Schedule L, Part I	25a		Χ
h	Did the organization become aware that it had engaged in an excess benefit transaction with a disqualified			
	person from a prior year? If ``Yes," complete Schedule L, Part I	25b		Χ
26	Was a loan to or by a current or former officer, director, trustee, key employee, highly compensated employee, or			21
20	disqualified person outstanding as of the end of the organization's tax year? If `Yes," complete Schedule L, Part II	26		V
27		20		X
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, or	27		v
	substantial contributor, or to a person related to such an individual? If ``Yes," complete Schedule L, Part III	27		Χ

Part IV Checklist of Required Schedules (continued)

			Yes	No
28	During the tax year, did any person who is a current or former officer, director, trustee, or key employee:			
а	Have a direct business relationship with the organization (other than as an officer, director, trustee, or			
	employee), or an indirect business relationship through ownership of more than 35% in another entity			
	(individually or collectively with other person(s) listed in Part VII, Section A)? If ``Yes," complete Schedule L,			
	Part IV	28a		Χ
b	Have a family member who had a direct or indirect business relationship with the organization? If "Yes,"			
	complete Schedule L, Part IV	28b		Χ
С	Serve as an officer, director, trustee, key employee, partner, or member of an entity (or a shareholder of a			
	professional corporation) doing business with the organization? If ``Yes," complete Schedule L, Part IV	28c	Χ	
29	Did the organization receive more than \$25,000 in non-cash contributions? If ``Yes," complete Schedule M	29		Χ
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified			
	conservation contributions? If ``Yes," complete Schedule M	30		Χ
31	Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N,			
	Part I	31		Χ
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete			
	Schedule N, Part II	32		Χ
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? If ``Yes," complete Schedule R, Part I	33		Χ
34	Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Parts II,			
	III, IV, and V, line 1	34		Χ
35	Is any related organization a controlled entity within the meaning of section 512(b)(13)? If ``Yes," complete			
	Schedule R, Part V, line 2	35		Χ
36	Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related			
	organization? If ``Yes," complete Schedule R, Part V, line 2	36		Χ
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? If ``Yes," complete Schedule R, Part VI	37		X
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Part V Statements Regarding Other IRS Filings and Tax Compliance Yes No Enter the number reported in Box 3 of Form 1096, Annual Summary and Transmittal of 1a 2,397 U.S. Information Returns. Enter -0- if not applicable 1a 1b Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable b Did the organization comply with backup withholding rules for reportable payments to vendors and reportable С Χ gaming (gambling) winnings to prize winners? 1c 2a Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return | 2a | If at least one is reported on line 2a, did the organization file all required federal employment tax returns?..... 2b Χ b Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file this return. (see instructions) Did the organization have unrelated business gross income of \$1,000 or more during the year covered by 3a this return? Χ If ``Yes," has it filed a Form 990-T for this year? If ``No," provide an explanation in Schedule O . . . . .  $\mathbb{N}/\mathbb{A}$ 3b b 4a At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)? 4a Χ If ``Yes," enter the name of the foreign country: ▶ See the instructions for exceptions and filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts. 5a Χ Χ Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction? If "Yes," to question 5a or 5b, did the organization file Form 8886-T, Disclosure by Tax-Exempt Entity Regarding 5c Did the organization solicit any contributions that were not tax deductible? ..... Χ 6a 6a b If "Yes," did the organization include with every solicitation an express statement that such contributions or 6b 7 Organizations that may receive deductible contributions under section 170(c). Did the organization provide goods or services in exchange for any quid pro quo contribution of more than \$75? 7a Χ If "Yes," did the organization notify the donor of the value of the goods or services provided? 7b X Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was Χ required to file Form 8282? 7с d Did the organization, during the year, receive any funds, directly or indirectly, to pay premiums on a personal 7е Χ benefit contract? Χ f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? 7f q For contributions of cars, boats, airplanes, and other vehicles, did the organization file a Form 1098-C as h 7h 8 Section 501(c)(3) and other sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations. Did the supporting organization, or a fund maintained by a sponsoring organization, 8 9 Section 501(c)(3) and other sponsoring organizations maintaining donor advised funds. Did the organization make any taxable distributions under section 4966? 9a Did the organization make a distribution to a donor, donor advisor, or related person? 9b b Section 501(c)(7) organizations. Enter: 10 а Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities ... 10b b 11 Section 501(c)(12) organizations. Enter: а Gross income from members or shareholders 11a b Gross income from other sources (Do not net amounts due or paid to other sources

Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041? .... N/A

11b

If "Yes," enter the amount of tax-exempt interest received or accrued during the year ....

Part VI

Governance, Management, and Disclosure (Sections A, B, and C request information about policies not required by the Internal Revenue Code.)

	required by the Internal Revenue Code.)			
Sectio	on A. Governing Body and Management			
			Yes	No
	For each "Yes" response to lines 2-7b below, and for a "No" response to lines 8 or 9b below, describe the			
	circumstances, processes, or changes in Schedule O. See instructions.			
1a	Enter the number of voting members of the governing body			
b	Enter the number of voting members that 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?	2	Χ	
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?	3		Χ
4	Did the organization make any significant changes to its organizational documents since the prior Form 990 was filed?	4		Χ
5	Did the organization become aware during the year of a material diversion of the organization's assets?	5		Χ
6	Does the organization have members or stockholders?	6		Х
7a	Does the organization have members, stockholders, or other persons who may elect one or more members			
	of the governing body?	7a		Χ
b	Are any decisions of the governing body subject to approval by members, stockholders, or other persons?	7b		Χ
8	Did the organization contemporaneously document the meetings held or written actions undertaken during			
	the year by the following:			
а	The governing body?	8a	Χ	
b	Each committee with authority to act on behalf of the governing body?	8b	Χ	
9a	Does the organization have local chapters, branches, or affiliates?	9a	Χ	
b	If ``Yes," does the organization have written policies and procedures governing the activities of such chapters,			
	affiliates, and branches to ensure their operations are consistent with those of the organization?	9b	Χ	
10	Was a copy of the Form 990 provided to the organization's governing body before it was filed? All organizations			
	must describe in Schedule O the process, if any, the organization uses to review the Form 990	10	Χ	
11	Is there any officer, director or 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	11		Χ
Section	on B. Policies			
			Yes	No
12a	Does the organization have a written conflict of interest policy? If ``No," go to line 13	12a	Χ	
b	Are officers, directors or trustees, and key employees required to disclose annually interests that could give		* *	
	rise to conflicts?	12b	X	
С	Does the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes,"		* *	
	describe in Schedule O how this is done	12c	X	
13	Does the organization have a written whistleblower policy?	13	X	
14	Does the organization have a written document retention and destruction policy?	14	Χ	
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:	4-	7.7	
a	The organization's CEO, Executive Director, or top management official?	15a	X	
b	Other officers or key employees of the organization?	15b	X	
16-	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	16-		v
L	with a taxable entity during the year?	16a		Χ
b				
	its participation in joint venture arrangements under applicable federal tax law, and taken steps to safeguard	16h		
Saatia	the organization's exempt status with respect to such arrangements?	16b		
	on C. Disclosure  List the states with which a copy of this Form 990 is required to be filed ▶ CA			
17 18	Section 6104 requires an organization to make its Forms 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only)			
18	available for public inspection. Indicate how you make these available. Check all that apply.			
	Own website Another's website X Upon request			
19	Describe in Schedule O whether (and if so, how), the organization makes its governing documents, conflict of interest			
13	policy, and financial statements available to the public.			
20	State the name, physical address, and telephone number of the person who possesses the books and records of the			
<b>4</b> U				

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organization: ▶ See attachment #5

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

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

- 1a Complete this table for all persons required to be listed. Use Schedule J-2 if additional space is needed.
- ▶ List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation and **current** key employees. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- ▶ List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- ▶ List all of the organization's **former** officers, key employees, or highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- ▶ List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

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 the organization	•		te any	office	r, dire	ctor, trus	tee, c	r key employee.		
(A)	(B)			(0	<b>C)</b>			(D)	(E)	(F)
Name and Title	Average		sition	(check	all th	at apply)	)	Reportable	Reportable	Estimated
	hours per week	T D I R R U S E C T O R O R L	- R U S T - E U T R U S T - F U T - O R A L	OFF-CER	KEY LOYEE	EMPLOYEE COMPENSATED	FORMER	compensation from the organization (W-2/1099-MISC)	compensation from related organizations (W-2/1099-MISC)	amount of other compensation from the organization and related organizations
Oscar M. Ancira										
Vice Chair	5.00	Χ		Χ				0	0	0
Joseph Benoit										
Director	2.00	Χ						0	0	0
Bob Bolinger										
Director	2.00	X						0	0	0
Jackie Bradford										
Director	2.00	X						0	0	0
Rick Bregman										
Director	2.00	X						0	0	0
Robert D. Buell										
Chairman	10.00	X		Χ				0	0	0
Jeffrey A. Busby										
Director	2.00	X						0	0	0
Glenn R. Carlson										
Vice Chair	5.00	X		Χ				0	0	0
Frederick W. Close,										
MD										
Director	2.00	X						0	0	0
Steve Conner										
Director	2.00	Χ						0	0	0
Denise Cooper		3.7								
Director	2.00	Х						0	0	0
James M. Cowley	0 00	37								
Director	2.00	Х						U	U	U
Thomas E. Darcy	0 00	Х						0	0	
Director	2.00	Λ						U	U	U
David Dominguez	0 00	Х						0	0	
Director Theresa J. Drew	2.00	Λ						O	O	O
Vice Chair	5.00	Х		Х						0
Stephen M. Dunn	0.00	Λ		Λ				O	O	
Director	2.00	Х						0	0	0
Charles Edwards, MD	2.00	1 2 2								
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Part VII Section A. Officers	, Director	s, Trust	ees, K	ey En	nploye	es, and	High	est Compensated E	mployees(continue	d)
(A)	(B)			(0	•			(D)	(E)	(F)
Name and title	Average		sition (	(check	all th	at apply)		Reportable	Reportable	Estimated
	hours per week	I N D I V I D U A L	TRUSTEE ONAL	OFF-CER	KEY LOYEE	H-G1m0+	FORMER	compensation from the organization (W-2/1099-MISC)	compensation from related organizations (W-2/1099-MISC)	amount of other compensation from the organization and related organizations
Director	2.00	Χ						0	0	0
Steven C. Francis										
Vice Chair	5.00	Χ		Χ				0	0	0
Scott Free										
Vice Chair	5.00	Χ		Χ				0	0	0
Randy Frisch										
Director	2.00	Χ						0	0	0
Terry B. Grier, Ed.D.										
Director	2.00	Χ						0	0	0
Duncan Royce Hadden										
Director	2.00	Χ						0	0	0
Karla Hertzog										
Director	2.00	Χ						0	0	0
T. W. Hoehn										
Vice Chair	5.00	Χ		Χ				0	0	0
Robert Horsman										
Director	2.00	Χ						0	0	0
Murray Hutchison										
Director	2.00	Χ						0	0	0
Pat Hyndman										
Director	2.00	Χ						0	0	0
Gordon Johns										
Director	2.00	Χ						0	0	0
Randy Jones										
Director	2.00	Χ						0	0	0
1h Total							_	2212202		

Total number of individuals (including those in 1a) who received more than \$100,000 in reportable compensation from the organization ▶ 26

			Yes	No
3	Did the organization list any former officer, director or trustee, key employee, or highest compensated			
	employee on line 1a? If ``Yes," complete Schedule J for such individual	3		Χ
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? If ``Yes," complete Schedule J for such			
	individual	4	Χ	
5	Did any person listed on line 1a receive or accrue compensation from any unrelated organization for			
	services rendered to the organization? If ``Yes," complete Schedule J for such person	5		Χ

## **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.

	(A)	(B)	(C)
	Name and business address	Description of services	Compensation
See	attachment #6		
2	Total number of independent contractors (including those in 1) who receive	ved more than \$100,000 in	
	compensation from the organization ▶ 3		

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art	VIII	Statement of Reve	nue						
						(A) Total revenue	(B)  Related or exempt function revenue	(C) Unrelated business revenue	Revenue excluded from tax under sections 512, 513, or 514
O T	1a	Federated campaigns		1a					
: H	b	Membership dues		1b					
R R	С	Fundraising events		1c 1	4,215,000				
S	d	Related organizations		1d					
S I M I LAR	е	Government grants (contr	ibutions)	<b>1e</b> 3	36,903,000				
L A	f	All other contributions, gift	ts, grants, &						
R		similar amounts not include	1f						
A M T	g	Noncash contributions included in	lines 1a-1f:	\$_					
'T S	h	Total. Add lines 1a-1f				51,118,000			
					Business Code				
3		Program Servi		s	0	49,805,000	49,805,000		
Ξ	b	Membership du	ies		0	23,518,000	23,518,000	1	
RR	С								
/ E V	d								
CE	е								
ΞN	f	All other program service	revenue						
Ē	g	Total. Add lines 2a-2f				73,323,000			
		Investment income (include							
		other similar amounts)				1,264,000			1,264,000
	4	Income from investment of	of tax-exemp	bond p	roceeds				
	5	Royalties							
			(i) Re		(ii) Personal				
	6a	Gross Rents							
	b	Less: rental expenses							
	С	Rental income or (loss)							
	d	Net rental income or (loss			·				
			(i) Secu		(ii) Other				
	7a	Gross amount from sales of assets other than							
		inventory	23,137,	000					
	b	Less: cost or other basis							
		and sales expenses	24,018,	000					
2	С	Gain or (loss)							
4		Net gain or (loss)			· · · · · · · · · · · · •	-881,000			-881,000
<u>.</u>	8a	Gross income from fundra	aising						
₹		events (not including \$							
		of contributions reported of	on line 1c).						
₹		See Part IV, line 18		a	2,639,000				
- V	b	Less: direct expenses		b	1,557,000				
Ξ	С	Net income or (loss) from	fundraising (	events .		1,082,000			1,082,000
N	9a	Gross income from gamin	g activities.	See					
J =		Part IV, line 19		a					
-	b	Less: direct expenses		b					
	С	Net income or (loss) from	gaming activ	/ities					
	10a	Gross sales of inventory, I	less						
		returns and allowances .		a	327,000				
	b	Less: cost of goods sold .		b	)				
	С	Net income or (loss) from	sales of inve	entory		327,000			327,000
		Miscellaneous Re			Business Code				·
ļ-	11a								
	b								
	С								
	d	All other revenue							
		Total. Add lines 11a-11d							
1		Total Revenue. Add lines							
		9c, 10c, and 11e	_			126.233.000	73.323.000	ı	1,792,000

TWF 26874

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				
	include amounts reported on lines 6b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	( <b>D)</b> Fundraising expenses
1	Grants and other assistance to governments and		5. p 5 5 5	garrara arquire	
	organizations in the U.S. See Part IV, line 21				
2	Grants and other assistance to individuals in				
_	the U.S. See Part IV, line 22				
3	Grants and other assistance to governments,				
•	organizations, and individuals outside the				
	U.S. See Part IV, lines 15 and 16	30,000	30,000		
4	Benefits paid to or for members	30,000	30,000		
5	Compensation of current officers, directors,				
5		2 277 000	401 000	1 500 000	440 000
c	trustees, and key employees	2,377,000	401,000	1,528,000	448,000
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	53,313,000	49,763,000	2,876,000	674,000
8	Pension plan contributions (include section 401(k)				
	and section 403(b) employer contributions)	3,376,000	3,001,000	324,000	51,000
9	Other employee benefits	2,691,000	2,503,000	160,000	28,000
0	Payroll taxes	5,414,000	4,879,000	402,000	133,000
1	Fees for services (non-employees):				
а	Management				
b	Legal				
С	Accounting	101,000		101,000	
d	Lobbying				
е	Professional fundraising services. See Part IV, line 17				
f	Investment management fees	115,000		115,000	
g	Other	26,267,000	25,992,000	174,000	101,000
2	Advertising and promotion	1,226,000	1,098,000	70,000	58,000
3	Office expenses	1,397,000	1,218,000	165,000	14,000
4	Information technology	1,337,000	1,210,000	100,000	14,000
5					
16	Royalties	5,651,000	E 402 000	160 000	
	Occupancy		5,482,000	169,000	2 000
17	Travel	1,659,000	1,590,000	66,000	3,000
8	Payments of travel or entertainment expenses				
	for any federal, state, or local public officials				
19	Conferences, conventions, and meetings	1,093,000	825 <b>,</b> 000	185,000	83,000
20	Interest			ļ	
21	Payments to affiliates	269,000	269,000		
22	Depreciation, depletion, and amortization # 7	4,536,000	4,298,000	238,000	
3	Insurance	365,000	329,000	36,000	
4	Other expenses. Itemize expenses not				
	covered above. (Expenses grouped together				
	and labeled miscellaneous may not exceed				
	5% of total expenses shown on line 25 below.)				
а	Supplies	7,035,000	6,760,000	75,000	200,000
b	Rent, Mtce & Pchse of Equip	1,500,000	1,412,000	88,000	,
С	Miscellaneous	1,415,000	1,348,000	45,000	22,000
d	Prov for Doubtful Receivable	592,000	592,000	,	,
e	Loss on Disposal of Assets	156,000	156,000		
f	All other expenses	100,000	100,000		
		120 570 000	111 046 000	6 017 000	1 015 000
5	Total functional expenses. Add lines 1 through 24f	120,3/8,000	111,946,000	6,817,000	1,815,000
26	Joint Costs. Check here ▶ ☐ if following SOP 98-2.				
	Complete this line only if the organization reported in				
	column (B) joint costs from a combined educational				
	campaign and fundraising solicitation				

Page **10** 

JVA

Part X

Balance Sheet (A) (B) Beginning of year End of year 1,428,000 2,028,000 Cash -- non-interest bearing 1 ..... 2 2 Savings and temporary cash investments 8,009,000 5,259,000 2,993,000 3 Pledges and grants receivable, net 3 5,984,000 9,038,000 9,348,000 4 Receivables from current and former officers, directors, trustees, key employees, or other related parties. Complete Part II of Schedule L . . . . . . . . . 5 Receivables from other disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B). Complete A S S E 6 Notes and loans receivable, net ..... 7 Inventories for sale or use ..... 8 T 444,000 479,000 **10 a** Land, buildings, and equipment: cost basis .... | **10a** | 121, 957, 000 **b** Less: accumulated depreciation. Complete Part VI of Schedule D..... **10b** 37,043,000 83,712,000 84,914,000 11 Investments -- publicly traded securities ..... 40,047,000 11 40,769,000 12 12 Investments -- other securities. See Part IV, line 11 ...... 13 14 15 Other assets. See Part IV, line 11 ..... 5,271,000 15 4,707,000 150,942,000 16 153,488,000 12,847,000 17 12,857,000 18 **19** Deferred revenue ...... 7,686,000 19 6,994,000 L 20 Tax-exempt bond liabilities 20 A B 21 Escrow account liability. Complete Part IV of Schedule D 21 L 22 Payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified T 22 23 23 Secured mortgages and notes payable to unrelated third parties .......... Ε 24 Unsecured notes and loans payable ..... 24 25 808,000 789,000 **26 Total liabilities.** Add lines 17 through 25 ..... 21,322,000 26 20,659,000 Organizations that follow SFAS 117, check here ▶ X and complete lines 27 through 29, and lines 33 and 34. N E T 27 Unrestricted net assets ..... 112,809,000 109,663,000 U 13,252,000 18,945,000 29 Permanently restricted net assets ................. 3,559,000 4,221,000 ASSETS Organizations that do not follow SFAS 117, check here ▶ A L A 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 O R **32** Retained earnings, endowment, accumulated income, or other funds ...... 32 33 Total net assets or fund balances ..... 129,620,000 132,829,000 34 Total liabilities and net assets/fund balances..... 150,942,000 **34** 153,488,000 Financial Statements and Reporting Yes No 1 Accounting method used to prepare the Form 990: Cash X Accrual Other 2a Χ b Were the organization's financial statements audited by an independent accountant? Χ c If "Yes" to lines 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? 2c Χ 3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in 3a **b** If ``Yes," did the organization undergo the required audit or audits?..... X