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ACCOUNTING, AUDITING & TAX UPDATE

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WEDNESDAY, SEPT. 16 | WICPA CPE LIVESTREAM

MATERIALS AT A GLANCE

The following materials are from the morning sessions of the 2026 WICPA Not-For-Profit Accounting Conference held on Wednesday, Sept. 16, including:

- Audit, Accounting & Tax Update
- What Story Is (or Isn't) Your 990 Telling: An Executive Summary of the IRS Form 990
- The Candidate Experience: Your Employer Brand in Action

OR

- Fundraising Events

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2027 WICPA

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- MAY 20 — SCHOOL DISTRICT AUDIT CONFERENCE
- SEPT. 14 — NOT-FOR-PROFIT ACCOUNTING CONFERENCE
- SEPT. TBD — BUSINESS & INDUSTRY FALL CONFERENCE
- NOV. 9 — ACCOUNTING & AUDITING CONFERENCE
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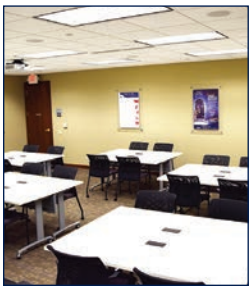
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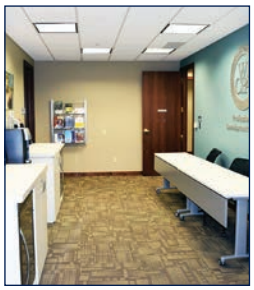












Training Center

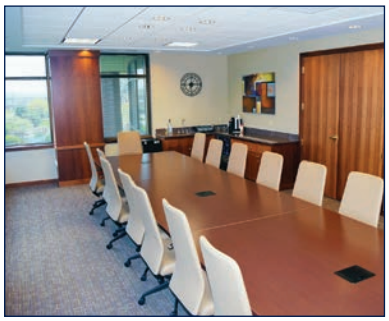
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Accounting & Auditing Conference
Tuesday, Nov. 10
WICPA Office & WICPA CPE Livestream

Tax Conference
Monday, Nov. 16 - Tuesday, Nov. 17
Brookfield Conference Center & WICPA CPE Livestream

Accounting Technology Conference
Thursday, Dec. 17
WICPA Office & WICPA CPE Livestream

Business & Industry Spring Conference
Tuesday, March 23, 2027
Brookfield Conference Center & WICPA CPE Livestream

Financial Institutions Conference
Thursday, May 13, 2027
WICPA CPE Livestream

School District Audit Conference
Thursday, May 20, 2027
WICPA CPE Livestream

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Bowling Night
Thursday, April 29, 2027
New Berlin Ale House

Member Recognition Banquet & Annual Business Meeting
Friday, May 7, 2027
Brookfield Conference Center

New CPA Banquet
Friday, June 11, 2027
Brookfield Conference Center

Golf Outing
Friday, Sept. 17, 2027
Ironwood Golf Course

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8:10 – 9:25 a.m.

Audit, Accounting & Tax Update

Samantha Brunson, CPA, *Senior Manager, Wipfli Advisory LLC*
Karl Eck, CPA, *Partner, Wipfli Advisory LLC*

Wisconsin Institute of CPAs

NFP Accounting Conference

Accounting, Auditing and Tax Update

WIPFLI

Presenters



Karl Eck, CPA

Partner, Audit



Sam Brunson, CPA

Senior Manager, Tax

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Agenda

Audit and Accounting Update 01

Uniform Guidance Updates 02

Tax Updates 03

Questions

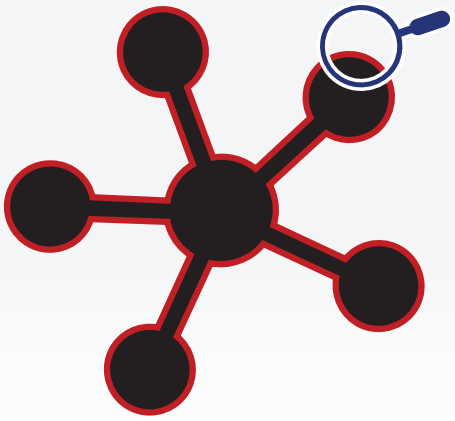
01

Audit and Accounting Updates

Auditing Standards

SAS 149: Group Audits

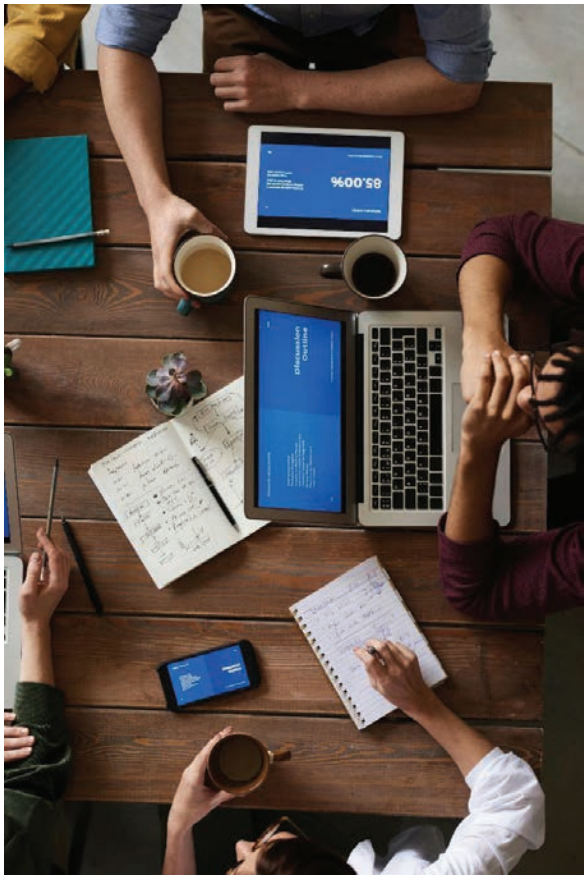
- Periods ending on or after December 15, 2026
- Risk-based approach to planning and performing group audits, replacing the previous method that focused on identifying "significant components"
- Moves away from the rigid "significant component" framework



Auditing Standards

SAS 149: Group Audits (continued)

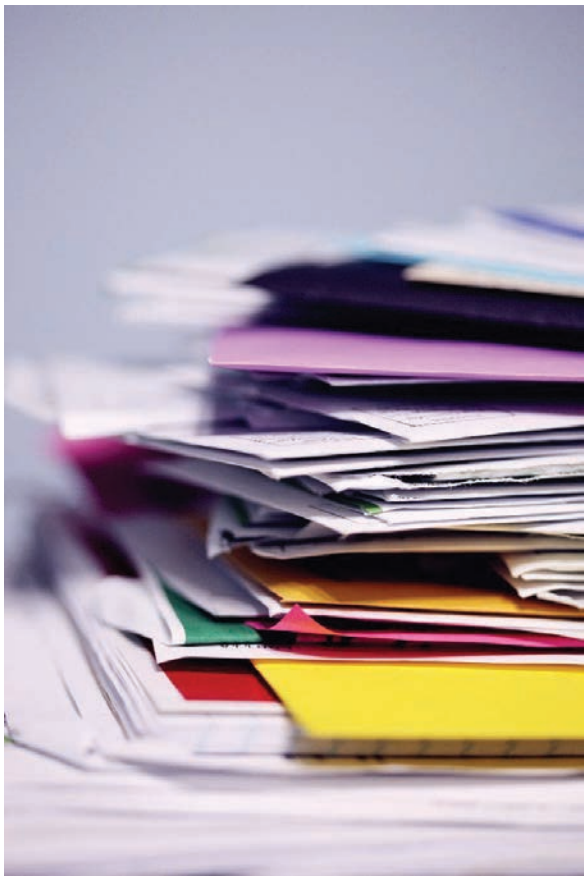
- Component Auditor: Now explicitly part of the engagement team
- Referred-to Auditor: Performs audit of a component but is not part of the engagement team; group auditor may reference their work in the report



Auditing Standards

SAS 149: Group Audits (continued)

- Audit planning will now require a more tailored risk assessment across components
- Oversight of component auditors becomes more formalized
- Documentation expectations will increase, especially around risk evaluation and auditor involvement



Auditing Standards

SAS 150: External Confirmations

- Effective for audit periods ending on or after December 15, 2028, early adoption is permitted
- New requirement to perform external confirmation procedures for cash and cash equivalents unless one or both exist (previously not an explicit requirement):
  - External confirmation procedures for cash are impractical
  - Auditor's assessed risk of material misstatement



Auditing Standards

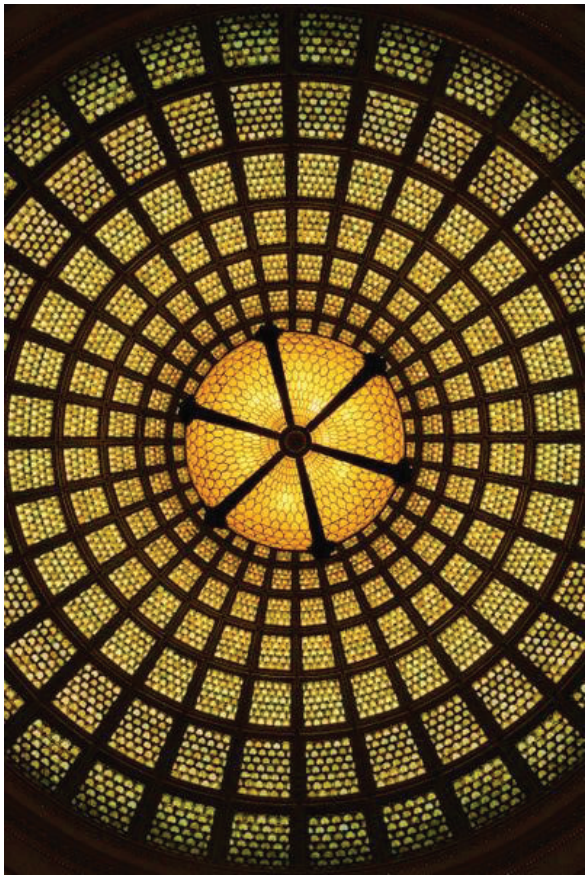
SAS 150: External Confirmations (continued)

- Cash equivalents is not defined
- Updates guidance for increasing use of intermediaries in external confirmation procedures
  - Intermediary needs to be a reliable source
- New for negative confirmations – not sufficient unless:
  - Either substantive procedures performed; or
  - Among other factors, expect a very low exception rate in response to negative confirmations and have a reasonable basis for that expectation

FASB Update Overview

ASU 2025-05: Financial Instruments - Credit Losses

- Effective for annual reporting periods beginning after December 15, 2025; early adoption is permitted
- Practical expedient for forecasting – no need to develop reasonable and supportable forecasts for current accounts receivables and contract assets
- If forecasting expedient is elected, must do consistently for all current accounts receivable and contract assets



FASB Update Overview

ASU 2025-05: Financial Instruments - Credit Losses (continued)

- If practical expedient is elected, an entity other than a public business entity can make an accounting policy election when estimating expected credit losses to consider collection activity after the balance sheet date but before the entity's financial statements are available to be issued
- Meaning, if an entity collects a balance on current accounts receivable / current contract assets before the audit is issued, the allowance for credit loss would be $0
- Entities are required to disclose whether they have applied the practical expedient and / or the accounting policy election. Entities electing the accounting policy must also disclose the date through which subsequent cash collections were evaluated.
- Not required to justify that such methods are preferable in disclosure if elected.

FASB Update Overview

ASU 2025-06: Intangibles - Goodwill and Other -Internal- Use Software

- Effective for reporting periods beginning after 12/15/27, early adoption permitted
- Capitalize software costs when both of the following occur:
  - Management has authorized and committed to funding the software project.
  - It is probable that the project will be completed and the software will be used to perform the function intended (referred to as the "probable-to-complete recognition threshold")



FASB Update Overview

ASU 2025-06: Intangibles - Goodwill and Other –Internal- Use Software (continued)

- Entity is required to consider whether there is significant uncertainty associated with the development activities of the software (referred to as "significant development uncertainty"). The two factors to consider in determining whether there is significant development uncertainty are whether:
  - The software being developed has technological innovations or novel, unique, or unproven functions or features, and the uncertainty related to those technological innovations, functions, or features, if identified, has not been resolved through coding and testing
  - The entity has determined what it needs the software to do (for example, functions or features), including whether the entity has identified or continues to substantially revise the software's significant performance requirements.

FASB Update Overview

ASU 2025-06: Intangibles- Goodwill and Other -Internal- Use Software (continued)

- What does capitalization vs. expensing potentially look like?
  - Training – expensed
  - Data conversion/migration – expensed
  - Configuration – capitalized
  - API integrations – capitalized
  - Internal labor – depends on what the employee is doing, i.e., training vs. configuring

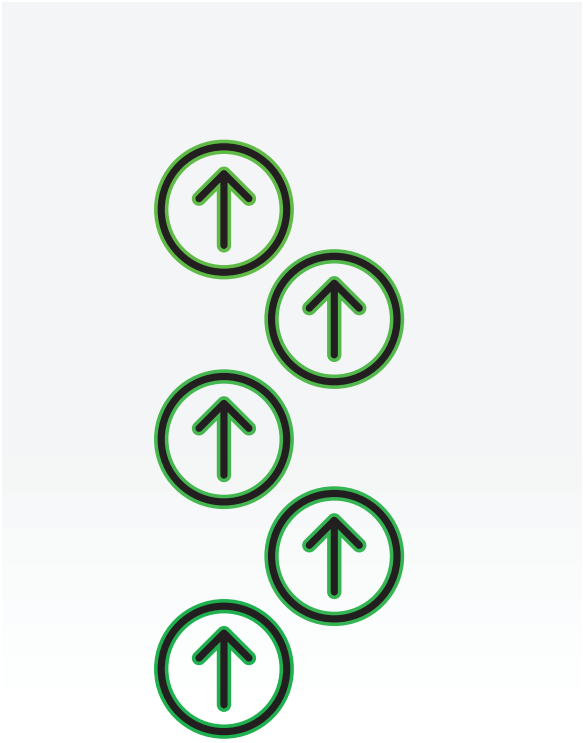
02

Uniform Guidance Updates

Uniform Guidance Updates

Key changes

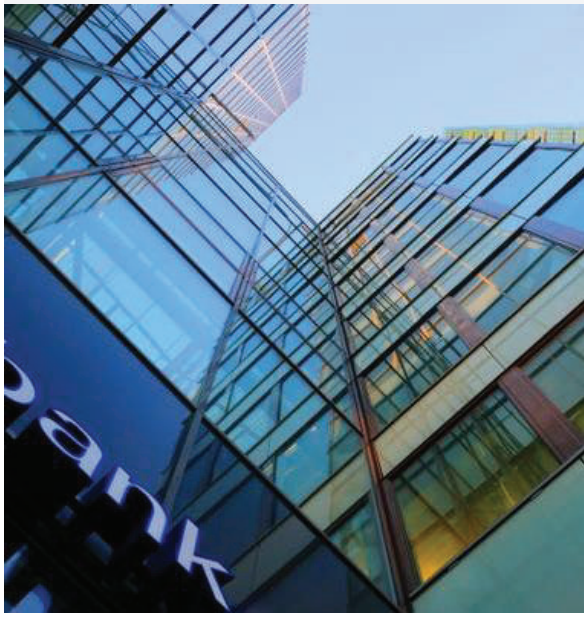
- Single audit threshold raised from $750,000 to $1,000,000
- Type A threshold also raised to $1,000,000
- Equipment threshold raised from $5,000 to $10,000
- Modified Total Direct Cost (MTDC) subawards threshold raised from $25,000 to $50,000
- De Minimis indirect rate raised from 10% to “up to 15%”



Uniform Guidance Updates

Other Matters to be Aware Of

- Finance leases are defined as a capital asset
- 15% de minimis rate may to be able to be realized due to grant administrative cost limits
- Participant support costs more clearly defined now



Proposed Uniform Guidance Updates

Overview

- Proposed effective date of October 1, 2026, comment period ended July 13.
- Change in title to “Uniform Grants Regulation”
- Elimination of fixed amount awards and subawards
- New national policy provisions
  - Prohibit use of federal awards to support unlawful DEI, "disparate-impact liability" theories, "gender ideology," gender-transition services for minors under 19, viewpoint-discriminatory event services, and certain foreign collaborations. These apply at both the recipient and subrecipient level.



Proposed Uniform Guidance Updates

Overview (continued)

- Stronger discretionary termination and suspension rights for federal agencies and pass through entities
- Expanded internal control duties, including mandatory E-Verify participation (§200.303(f)) and (for States) Treasury "Do Not Pay" pre-payment screening
- Tighter cost principles — many "soft" costs (publications, conferences, memberships, advertising, public relations, fundraising) become disallowed or require prior written agency approval.

2026 OMB Compliance Supplement

Supplement not issued as of 8/19/26, not even in draft form

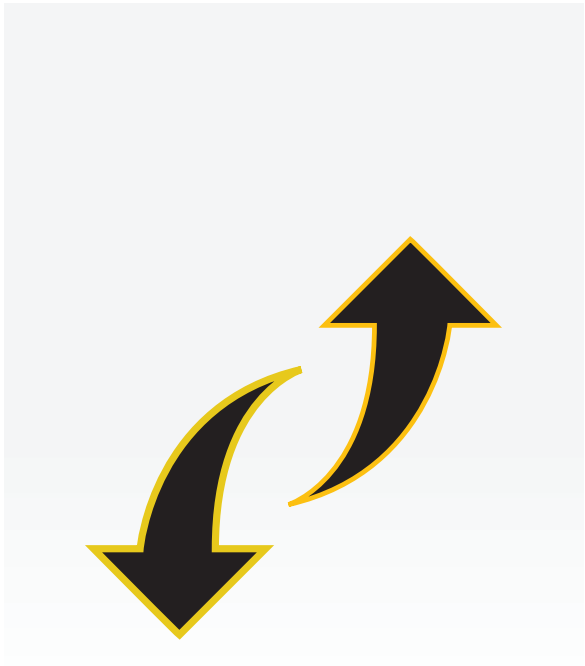
- Supplement would normally be effective for fiscal years beginning after June 30, 2025
- Audit considerations if not issued:
  - Delay audit issuance
  - Perform procedures using old supplement; issue when supplement is out
  - Split of financial statement and compliance audits



Potential Changes to Federal Head Start

Summary of changes

- Reduce administrative cost limit from 15% down to 5%
- Rescind more than 1,400 regulatory provisions, eliminates federal requires related to group size and ratios, background checks and transportation practices and instead would adhere to state requirements
- Increase slots by as many as 236,000 and save $2.2 billion between 2027 and 2031 – costs savings would be from reduces positions such as family service workers, mental health personnel, child development specialists, etc.



Indirect Cost Rates

What's going on

- Organizations are seeing significant delays in getting rates finalized and approved by the Department of Health and Human Services
- Anecdotally I have seen two Organizations offered a very low 4-year fixed rate
- More Organizations seem to be electing the de minimis rate



Yellow Book – 2024 Revision

Key changes

- Effective for audit periods beginning on or after December 15, 2025, with early implementation allowed
- Shift from quality control to quality management
- Chapter 5 titled: Quality Management, Engagement Quality Reviews, and Peer Review
- Application guidance of reporting key audit matters



03

Tax Updates

Agenda

Proposed Changes to Form 990

Energy Credit Update

Other Miscellaneous Updates

Proposed Changes to Form 990

April 23, 2026 Announcement

- IRS plans to revise the 990
- Goal is to improve transparency, strengthen tax administration and provide clearer reporting
- Major areas of concern are government contracts and grants and fiscal sponsor arrangements

Proposed Changes to Form 990

Fiscal Sponsorship Transparency Act of 2026

- Introduced regulations to increase reporting around fiscal sponsorship arrangements (introduced on July 22, 2026)
- What is a fiscal sponsorship?
  - An arrangement between an applicable organization and another person that is not exempt from tax, under which:
    - The organization agrees for consideration to receive and administer amounts on behalf of such other person, or
    - The organization publicly solicits amounts for carrying on a specifically identified project.
  - The applicable organization retains discretion and control

Proposed Changes to Form 990

Fiscal Sponsorship Transparency Act of 2026 Introduced Legislation - 7/22/2026

- An applicable organization is any organization exempt under IRC 501(c)(3), other than:
  - Private foundations
  - Donor advised funds
- For these purposes, a disregarded entity is treated as an entity separate from its owner

Proposed Changes to Form 990

Fiscal Sponsorship Transparency Act of 2026 Introduced Legislation - 7/22/2026 (continued)

- Required disclosures would include:
  - Name of each party
  - Aggregate amounts involved
  - Description of the activities
  - Name of the person designated to manage the arrangement
  - Beginning and ending dates of the arrangement

Proposed Changes to Form 990

Fiscal Sponsorship Transparency Act of 2026 Introduced Legislation - 7/22/2026
(continued)

- Improper conduit arrangements
  - An arrangement (express or implied) between a specified tax-exempt organization and another person under which contributions are solicited or received to be transferred to a person not exempt under section 501(a), and the organization fails to exercise discretion and control over the use of the funds.
  - Specified tax-exempt organization – 501(c)(3) organization
- No charitable contribution deduction is allowed for a gift or contribution made under an improper conduit arrangement.

Proposed Changes to Form 990

Fiscal Sponsorship Transparency Act of 2026 Introduced Legislation - 7/22/2026
(continued)

- Taxes imposed on improper conduit arrangements
  - On the organization:
    - Initial tax of 20% of the amount transferred
    - Additional tax of 100% of the amount transferred if not corrected within the taxable period
  - On the manager:
    - Initial tax of 5% of the amount transferred (max $10K)
    - Additional tax of 50% of the amount transferred if manager refuses to correct (max $20K)

Energy Credits

Reminders

- The OBBB sunsets several green energy incentives popular with tax-exempt entities, several of which were eligible for the direct pay program.
  - Solar and wind projects (Section 48E)
  - EV charging stations (Section 30C)
- Some direct pay programs will remain.
- Energy-efficient commercial building tax deductions are also phasing out (Section 179D).

Energy Credits

Solar and Wind Projects

- Direct pay solar and wind projects face early sunsets.
- To retain credit eligibility, wind and solar projects that begin construction after July 4, 2026, must be placed in service by December 31, 2027.
- Projects that establish a valid beginning-of-construction date before July 5, 2026, may rely on the IRS **Continuity Safe Harbor**, which is satisfied if the facility is placed in service by the fourth calendar year after construction begins.

Energy Credits

Alternative Fuel Vehicle Refueling Property Credit

- The credit for EV charging stations expired as of June 30, 2026.

Energy Credits

Energy-efficient Commercial Buildings Tax Deduction

- Pre-OBBB, tax-exempts could assign a cost-based deduction to the designer of energy efficient commercial building property (EECBP) installed as part of:
  - Interior lighting systems
  - Heating, cooling, ventilation, and hot water systems
  - Building envelope
- The OBBB terminates the deduction for EECBP the construction of which begins after June 30, 2026.

Energy Credits

Energy Tax Incentives that Remain Post-OBBB

- Ground-source geothermal heat pump energy systems remain fully eligible for clean energy tax credits under the Investment Tax Credit (ITC) or the Production Tax Credit (PTC), depending on the project size and structure.

Energy Credits

Energy Tax Incentives that Remain Post-OBBB (continued)

- Standalone battery storage systems continue to qualify for the technology-neutral ITC.
  - Battery storage systems can be installed on their own or in conjunction with renewable generation systems such as solar or geothermal.

Energy Credits



Doug Kolker, CPA
Partner

314 480 1324
doug.kolker@wipfli.com

Looking for more information on energy credits?

- Our energy and tax professionals can help you understand what's changed — and what hasn't — so you can move forward with confidence.
- Contact us today to discuss how the OBBB may affect your project timelines, eligibility or incentive strategy.

Other Updates

Reminder of Changes from the OBBB

- Excise tax on excess remuneration
- New 1% floor imposed on corporate donors
- New 0.5% floor imposed on individual donors
- Reinstatement of deduction for non-itemizers
- New tax credit for certain contributions to scholarship-granting organizations by individuals
- 1099 reporting threshold updated

Other Updates

IRS Update

- Reduced staffing continues to cause delays
  - Anything paper filed
  - Refunds where direct deposit information is not provided
  - Longer call wait times

Thank you!

Karl Eck, CPA
Partner, Audit
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608 270 2983

Sam Brunson, CPA
Senior Manager, Tax
sbrunson@wipfli.com
406 532 4238

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9:35 – 10:50 a.m.

What Story Is (or Isn't) Your 990 Telling: An Executive Summary of the IRS 990 Form

Samantha Brunson, CPA, *Senior Manager, Wipfli Advisory LLC*

Wisconsin Institute of CPAs
2026 NFP Accounting Conference

What story is or isn't your 990 telling?

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Sam Brunson, CPA

Senior Manager, Tax

Agenda

Why the 990 Matters

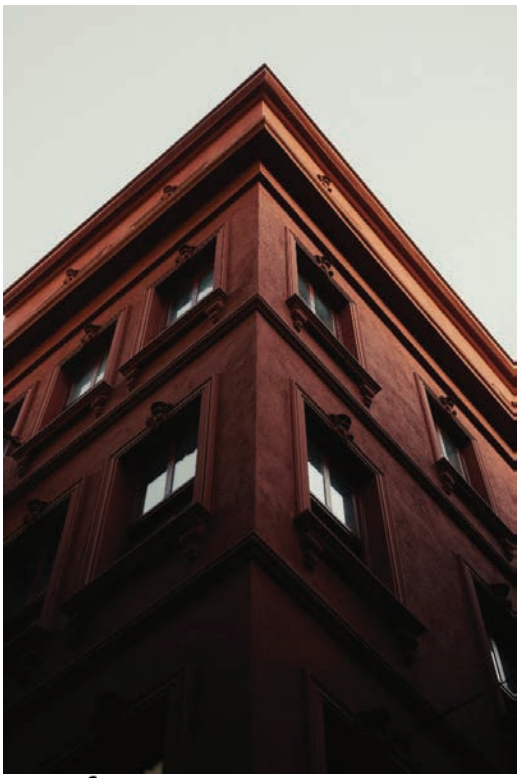
Form 990 Overview

Telling your Story

Q & A

01

Why Form 990 Matters



What are the components of a well-built structure?

Form 990 is the

FOUNDATION

of your organization's

TAX-EXEMPT STATUS

Why Form 990 Matters



Compliance

IRS

- Failure to file for three consecutive years leads to **automatic revocation** of tax-exempt status.
- Penalties and interest
  - Against the organization
  - Against the responsible person(s)

State Agencies

- Requirements vary by state.
- Impacts your organization's ability to conduct business in a state, including solicitation of donations

Organizational Performance

Non-Financial Metrics

- What did we accomplish over the past year?
- How does that compare to our goals?

Financial Metrics

- Revenues by function and by program
- Expenses by function and by program

Outside Stakeholders

Donors/Grantors

- Do donors want to give money and other resources to the organization?

Employees

- What information can a prospective employee gather from the 990?

Board/Volunteers

- Is governance taken seriously by the organization?
- Do people respect the organization and want to donate their time and expertise?

General Public

- How is the organization perceived by the community in which it operates?
- How are not-for-profit organizations perceived in general?

Rating & Watchdog Organizations

Candid/GuideStar

- Information center
- Seals of Transparency

Charity Navigator

- Ratings
- Alerts (formerly Advisories)

E-File Mandate

E-File is Required

- Applies to the entire 990 series (990-EZ, PF, N and T)
- For tax periods beginning after July 1, 2019

02

Overview of Form 990

Overview of Form 990

Mission & Programs

Mission
Program services

Checklist & Schedules

Questionnaire to determine what schedules to file

Tax Compliance

Other tax compliance
W-2s & 1099s
Unrelated business income

Governance

Governing body
Policies
Disclosure

Board & Compensation

Board listing
Compensation
Independent contractors

Financial Information

Revenue
Functional expenses
Balance sheet
Net asset reconciliation

Basic information about the organization

Form **990** — **Return of Organization Exempt From Income Tax**

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

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

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

Department of the Treasury
Internal Revenue Service

OMB No. 1545-0047

2023

Open to Public Inspection

A For the 2023 calendar year, or tax year beginning , 2023, and ending , 20

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

C Name of organization
Doing business as
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

D Employer identification number

E Telephone number

G Gross receipts $

F Name and address of principal officer:

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

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

H(c) Group exemption number

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

J Website:

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 ☐ 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 2023 (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, Part I, line 11	7b	
			Prior Year	Current Year
Revenue	8	Contributions and grants (Part VIII, line 1h)		
	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		
			Beginning of Current Year	End of Year
Net Assets or Fund Balances	20	Total assets (Part X, line 16)		
	21	Total liabilities (Part X, line 26)		
	22	Net assets or fund balances. Subtract line 21 from line 20		

High-level "snapshot"

Form **990** — **Return of Organization Exempt From Income Tax**

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

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

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

OMB No. 1545-0047 — **2023** — Open to Public Inspection

Department of the Treasury, Internal Revenue Service

A For the 2023 calendar year, or tax year beginning , 2023, and ending , 20

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

C Name of organization / Doing business as / 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

D Employer identification number

E Telephone number

G Gross receipts $

F Name and address of principal officer:

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

H(b) Are all subordinates included? ☐ Yes ☐ No — If "No," attach a list. See instructions.

H(c) Group exemption number

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

J Website:

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 ☐ 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 2023 (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, Part I, line 11	7b	
			Prior Year	Current Year
Revenue	8	Contributions and grants (Part VIII, line 1h)		
	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		
			Beginning of Current Year	End of Year
Net Assets or Fund Balances	20	Total assets (Part X, line 16)		
	21	Total liabilities (Part X, line 26)		
	22	Net assets or fund balances. Subtract line 21 from line 20		

Tell your story
Share your accomplishments
It's time to brag!

Part III Statement of Program Service Accomplishments

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

1 Briefly describe the organization's mission:

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☐ No

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

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☐ No

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

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

4a (Code: _____) (Expenses $ _____ including grants of $ _____) (Revenue $ _____)

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

38+ questions

16 potential schedules

Form 990 (2023) Page **3**

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		
2	Is the organization required to complete Schedule B, Schedule of Contributors? 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? *If "Yes," complete Schedule C, Part 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? *If "Yes," complete Schedule C, Part II*	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 Rev. Proc. 98-19? *If "Yes," complete Schedule C, Part III*	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? *If "Yes," complete Schedule D, Part 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? *If "Yes," complete Schedule D, Part II*	7		
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? *If "Yes," complete Schedule D, Part III*	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? *If "Yes," complete Schedule D, Part IV*	9		

29	Did the organization			
30	Did the organizatio conservation contrib			
31	Did the organization			
32	Did the organizatio *complete Schedule N, Part II*	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? *If "Yes," complete Schedule R, Part I*	33		
34	Was the organization related to any tax-exempt or taxable entity? *If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1*	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)? *If "Yes," complete Schedule R, Part V, line 2*	35b		
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		
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		
38	Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? **Note:** All Form 990 filers are required to complete Schedule O	38		

19

Part V Statements Regarding Other IRS Filings and Tax Compliance

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

				Yes	No
1a	Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	1a			
b	Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	1b			
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c			

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

				Yes	No
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			
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	2b			
3a	Did the organization have unrelated business gross income of $1,000 or more during the year?	3a			
b	If "Yes," has it filed a Form 990-T for this year? *If "No" to line 3b, provide an explanation on Schedule O*	3b			
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			
b	If "Yes," enter the name of the foreign country See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).				
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a			
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b			
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c			
6a	Does the organization have annual gross receipts that are normally greater than $100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a			
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b			
7	**Organizations that may receive deductible contributions under section 170(c).**				
a	Did the organization receive a payment in excess of $75 made partly as a contribution and partly for goods and services provided to the payor?	7a			
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b			
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c			
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d			
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e			
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f			
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g			
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h			

20

Board size, diversity, and independence

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

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

Section A. Governing Body and Management

				Yes	No
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 on Schedule O.	1a			
b	Enter the number of voting members included on line 1a, above, who are independent	1b			
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		
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?		3		
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		4		
5	Did the organization become aware during the year of a significant diversion of the organization's assets?		5		
6	Did the organization have members or stockholders?		6		
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?		7a		
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		7b		
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
a	The governing body?		8a		
b	Each committee with authority to act on behalf of the governing body?		8b		
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 on Schedule O*		9		

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

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

Section A. Governing Body and Management

				Yes	No
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 on Schedule O.	1a			
b	Enter the number of voting members included on line 1a, above, who are independent	1b			
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		
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?		3		
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		4		
5	Did the organization become aware during the year of a significant diversion of the organization's assets?		5		
6	Did the organization have members or stockholders?		6		
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?		7a		
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		7b		
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
a	The governing body?		8a		
b	Each committee with authority to act on behalf of the governing body?		8b		
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 on Schedule O*		9		

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

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

Section A. Governing Body and Management

				Yes	No
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 on Schedule O.	**1a**			
b	Enter the number of voting members included on line 1a, above, who are independent .	**1b**			
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**		
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person? .		**3**		
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		**4**		
5	Did the organization become aware during the year of a significant diversion of the organization's assets? .		**5**		
6	Did the organization have members or stockholders?		**6**		
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?		**7a**		
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		**7b**		
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
a	The governing body?		**8a**		
b	Each committee with authority to act on behalf of the governing body?		**8b**		
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 on Schedule O*		**9**		

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

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

Section A. Governing Body and Management

				Yes	No
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 on Schedule O.	**1a**			
b	Enter the number of voting members included on line 1a, above, who are independent .	**1b**			
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**		
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person? .		**3**		
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		**4**		
5	Did the organization become aware during the year of a significant diversion of the organization's assets? .		**5**		
6	Did the organization have members or stockholders?		**6**		
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?		**7a**		
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		**7b**		
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
a	The governing body?		**8a**		
b	Each committee with authority to act on behalf of the governing body?		**8b**		
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 on Schedule O*		**9**		

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

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

Section A. Governing Body and Management

				Yes	No
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 on Schedule O.	1a			
b	Enter the number of voting members included on line 1a, above, who are independent .	1b			
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			
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person? .	3			
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4			
5	Did the organization become aware during the year of a significant diversion of the organization's assets? .	5			
6	Did the organization have members or stockholders?	6			
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?	7a			
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b			
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
a	The governing body?	8a			
b	Each committee with authority to act on behalf of the governing body?	8b			
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 on Schedule O*	9			

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

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

Section A. Governing Body and Management

				Yes	No
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 on Schedule O.	1a			
b	Enter the number of voting members included on line 1a, above, who are independent .	1b			
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			
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person? .	3			
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4			
5	Did the organization become aware during the year of a significant diversion of the organization's assets? .	5			
6	Did the organization have members or stockholders?	6			
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?	7a			
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b			
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
a	The governing body?	8a			
b	Each committee with authority to act on behalf of the governing body?	8b			
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 on Schedule O*	9			

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?	10a		
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?	10b		
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a		
b	Describe on 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*	12a		
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b		
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? *If "Yes," describe on Schedule O how this was done*	12c		
13	Did the organization have a written whistleblower policy?	13		
14	Did the organization have a written document retention and destruction policy?	14		
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?			
a	The organization's CEO, Executive Director, or top management official	15a		
b	Other officers or key employees of the organization	15b		
	If "Yes" to line 15a or 15b, describe the process on 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?	16a		
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?	16b		

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?	10a		
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?	10b		
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a		
b	Describe on 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*	12a		
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b		
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? *If "Yes," describe on Schedule O how this was done*	12c		
13	Did the organization have a written whistleblower policy?	13		
14	Did the organization have a written document retention and destruction policy?	14		
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?			
a	The organization's CEO, Executive Director, or top management official	15a		
b	Other officers or key employees of the organization	15b		
	If "Yes" to line 15a or 15b, describe the process on 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?	16a		
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?	16b		

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?	10a		
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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 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply. ☐ Own website ☐ Another's website ☐ Upon request ☐ Other *(explain on Schedule O)*
19	Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
20	State the name, address, and telephone number of the person who possesses the organization's books and records.

Section C. Disclosure

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20	State the name, address, and telephone number of the person who possesses the organization's books and records.

Note this disclosure is not required

Section C. Disclosure

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19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records.

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 the 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, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than $100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than $100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than $10,000 of reportable compensation from the organization and any related organizations.

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

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/ 1099-MISC/ 1099-NEC)	(E) Reportable compensation from related organizations (W-2/ 1099-MISC/ 1099-NEC)	(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)										

37

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 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

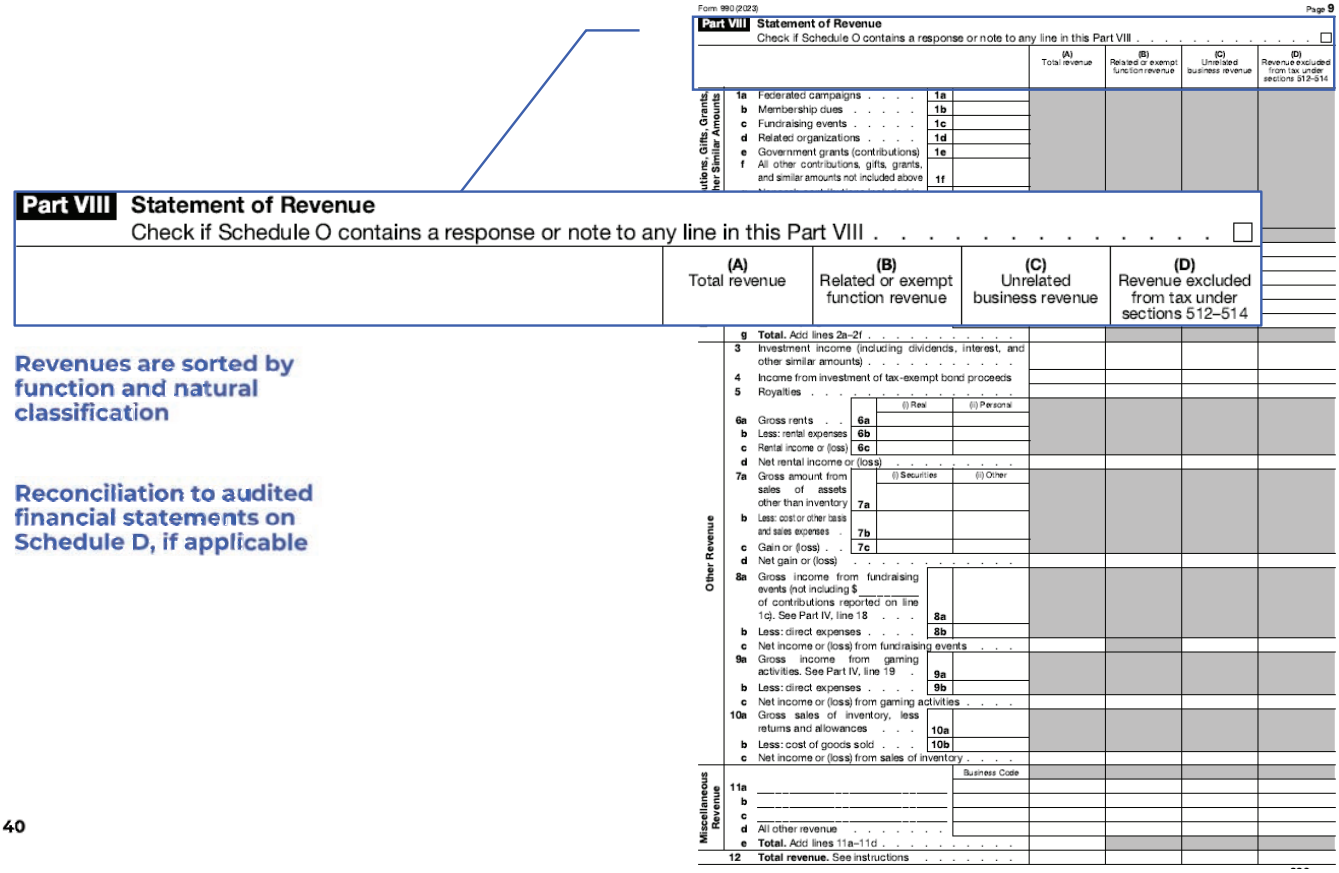
38

Compensation Cheat Sheet

Position	Additional Information	Compensation Threshold
Current officers, directors and trustees*	Director/Trustees means those with voting power.	None, report regardless of compensation
The term officer includes top management and top financial official	Executive Director or CEO; Finance Director or CFO	
Current key employee (KE)**	3-prong test: 1. $150,000 in compensation 2. Responsibility test 3. Top 20 Test If an individual is already listed above, we won't report them as a KE.	$150,000
Current highest compensated employee (HCE)**	If an individual is already listed above, we won't report them as an HCE	$100,000
Former officers, KE or HCE	Former means prior 5 years	$100,000
Former directors or trustees	Former means prior 5 years	$10,000

*A current officer, director, or trustee is a person that was an officer, director, or trustee at any time during the organization's tax year.

**A current KE or HCE is a person who was a KE or HCE at any time during the calendar year ending with or within the organization's tax year.



		(i) Real	(ii) Personal				
6 a Gross rents	6a						
b Less: rental expenses	6b						
c Rental income or (loss)	6c						
d Net rental income or (loss)							
		(i) Securities	(ii) Other				
7 a Gross amount from sales of assets other than inventory	7a	662,078.					
b Less: cost or other basis and sales expenses	7b	601,482.					
c Gain or (loss)	7c	60,596.					
d Net gain or (loss)				60,596.			60,596.
8 a Gross income from fundraising events (not including $ 50,958. of contributions reported on line 1c). See Part IV, line 18	8a	52,500.					
b Less: direct expenses	8b	33,578.					
c Net income or (loss) from fundraising events				18,922.			18,922.
9 a Gross income from gaming activities. See Part IV, line 19	9a						
b Less: direct expenses	9b						
c Net income or (loss) from gaming activities							
10 a Gross sales of inventory, less returns and allowances	10a	4,866.					
b Less: cost of goods sold	10b	5,638.					
c Net income or (loss) from sales of inventory				-772.	-772.		

41

Form 990 (2023) Page 10

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				

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

11 Fees for services (nonemployees):				
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 on 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 ☐ if following SOP 98-2 (ASC 958-720)				

Expenses are also sorted by function and natural classification

Reconciliation to audited financial statements on Schedule D, if applicable

42

Should follow book/financial statements with some exceptions (current v. long-term).

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 any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	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 33)		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 any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23	Secured mortgages and notes payable to unrelated third parties		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 FASB ASC 958, check here ☐ and complete lines 27, 28, 32, and 33.**			
	27	Net assets without donor restrictions		27	
	28	Net assets with donor restrictions		28	
		Organizations that do not follow FASB ASC 958, check here ☐ and complete lines 29 through 33.			
	29	Capital stock or trust principal, or current funds		29	
	30	Paid-in or capital surplus, or land, building, or equipment fund		30	
	31	Retained earnings, endowment, accumulated income, or other funds		31	
	32	Total net assets or fund balances		32	
	33	Total liabilities and net assets/fund balances		33	

Account for any differences between GAAP and tax reporting rules:

- Unrealized gain/loss
- Donated services and use of facilities

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 32, 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 on Schedule O)	9	
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	

Method of accounting

Information about compilation, review or audit by independent accountant and audit required under Uniform Guidance rules.

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: ☐ Cash ☐ Accrual ☐ Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.			
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?	2a		
	If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both.			
	☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis			
b	Were the organization's financial statements audited by an independent accountant?	2b		
	If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both.			
	☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis			
c	If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?	2c		
	If the organization changed either its oversight process or selection process during the tax year, explain on 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 Uniform Guidance, 2 C.F.R. Part 200, Subpart F?	3a		
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits .	3b		

Overview of Form 990 Schedules

Schedule A	Public Charity Status
Schedule B	Contributions
Schedule C	Political Campaign and Lobbying Activity
Schedule D	Supplemental Financial Statement Detail
Schedule E	Schools
Schedule F	Foreign Activities
Schedule G	Fund-Raising and Gaming
Schedule H	Hospitals
Schedule I	Grants
Schedule J	Compensation
Schedule K	Tax-Exempt Bonds
Schedule L	Transactions With Interested Persons
Schedule M	Noncash Contributions
Schedule N	Liquidation, Termination, or Significant Disposition of Assets
Schedule O	Supplemental Information to Form 990
Schedule R	Related Organizations

Schedule A

Public Charity Status & Public Support

Overview

- To prove that the organization is not a private foundation, whether because of the type of public charity or because the organization is publicly supported.
  - Some organizations are inherently public supported; others must prove it with a mathematical test.

Schedule A

Public Charity Status & Public Support

Overview

- Part II and Part III computation
  - Ratio of public support to total support
  - Must be at least 33 1/3%
  - Part III also has an investment income ratio
- Part IV and V are completed by supporting organizations only

Schedule A

Public Charity Status & Public Support

Part II Excess Contributions

- Back out certain contributions if the 5-year total exceeds 2% of total support for the 5-year period.
- Contributions from other publicly supported organizations (under Sec. 170(b)(1)(A)(vi)), governmental units, and certain other organizations are NOT subject to the excess contributor rules.
- Note: List of excess contributors is NOT subject to public disclosure.

Schedule A

Public Charity Status & Public Support

Part III Disqualified Persons

- Back out contributions from disqualified persons regardless of the amount.
- Note: List of contributions from disqualified persons is NOT subject to public disclosure.

Schedule A

Public Charity Status & Public Support

Part III Disqualified Persons

- Who is a disqualified person?
  - Substantial contributors
  - Officers, directors, trustees, or those with similar powers
  - A 20% or more owner of an organization that is a substantial contributor
  - Family of above
  - An organization in which persons described above own more than 35% of the voting power, profits interest, or beneficial interest.

Schedule A

Public Charity Status & Public Support

Part III Disqualified Persons

- What is a substantial contributor?
  - Any person who gave an aggregate of more than $5,000, if that amount is more than 2% of the total contributions the organization received from its inception through the end of the year in which the person's contribution was received.
  - Once a substantial contributor, always a substantial contributor.

Schedule B

Contributors

Overview

- To provide information on contributions the organization received during the year.
- General Rule – Report contributions of $5,000 or more.
- Report based on the same accounting method selected on Part XII.
- Public Disclosure – This is one of the few parts of the 990 that is NOT subject to public disclosure.

Schedule D

Supplemental Financial Statements

Overview

- To report additional information related to the following:
  - Donor Advised Funds (Part I)
  - Conservation Easements (Part II)
  - Collections of Art, Historical Treasures, Etc. (Part III)
  - Escrow and Custodial Arrangements (Part IV)

Schedule D

Supplemental Financial Statements

Overview

- To report additional information related to the following:
  - Endowment Funds (Part V)
  - Land, Buildings, and Equipment (Part VI)
  - Supplemental Balance Sheet (Parts VII to Part X)
  - **Reconciliation of Revenue and Expenses to the Audited Financial Statements (Parts XI and XII)**

Schedule G

Fundraising & Gaming Activities

Overview

- To report additional information on:
  - The use of professional fundraisers
  - Fundraising events
  - Gaming activities

Schedule G

Fundraising & Gaming Activities

Professional Fundraisers

- A non-employee who enters into an agreement with an organization to help them raise funds.
- Some common examples include consultants, grant-writers and telemarketing campaigners.

Schedule G

Fundraising & Gaming Activities

Fundraising Events

- Charity golf event, annual dinner & auction, fun-run, etc.
- Recordkeeping is key
  - Be able to separate contribution revenue from gross receipts
  - Important for Sch. A (public support test)
  - Track expenses by event and by nature (i.e. prizes, food, etc.)

Schedule G

Fundraising & Gaming Activities

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

		(a) Event #1 PETFEST (event type)	(b) Event #2 (event type)	(c) Other events NONE (total number)	(d) Total events (add col. (a) through col. (c))
Revenue	1 Gross receipts	103,458.			103,458.
	2 Less: Contributions	75,958.			75,958.
	3 Gross income (line 1 minus line 2)	27,500			27,500.
Direct Expenses	4 Cash prizes				
	5 Noncash prizes				
	6 Rent/facility costs	4,700.			4,700.
	7 Food and beverages	10,791.			10,791.
	8 Entertainment	3,000.			3,000.
	9 Other direct expenses	15,087.			15,087.
	10 Direct expense summary. Add lines 4 through 9 in column (d)				33,578.
	11 Net income summary. Subtract line 10 from line 3, column (d)				-6,078.

Schedule G

Fundraising & Gaming Activities

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
Grants & Amounts	1 a Federated campaigns	1a				
	b Membership dues	1b				
	c Fundraising events	1c	75,958.			

8 a	Gross income from fundraising events (not including $ 75,958. of contributions reported on line 1c). See Part IV, line 18	8a	27,500.			
b	Less: direct expenses	8b	33,578.			
c	Net income or (loss) from fundraising events			-6,078.		-6,078.

Schedule G

Fundraising & Gaming Activities

Fundraising Events

- Important note
  - Net loss is NOT a red flag

Schedule G

Fundraising & Gaming Activities

Gaming Activities

- Bingo, raffle ticket sales, 50-50 drawings
- Recordkeeping is key
  - Track gross revenue by type of activity
  - Track expenses by nature and by type of activity
  - If membership organization, track gaming with nonmembers

Schedule G

Fundraising & Gaming Activities

Gaming Activities

- Important note
  - Familiarize yourself with state gaming rules before conducting the activity
  - Some activities require a permit

Schedule L

Transactions with Interested Persons

Overview

- To report additional information on:
  - Excess benefit transactions with disqualified persons (only pertains to (c)(3), (c)(4), and (c)(29) organizations)
  - Loans to/from interested persons
  - Grants to interested persons
  - Certain other business transactions with interested persons (thresholds apply)

Schedule L

Disqualified Person v. Interested Person

Disqualified Person

- This term is defined differently throughout the form and schedules
- For Schedule L purposes
  - A person in a position to exercise substantial influence over the affairs of the organization, i.e., a person who holds certain powers, responsibilities, or interests.
  - Includes their family members and 35% controlled entities

Schedule L

Disqualified Person v. Interested Person

Interested Person

- An interested person includes:
  - Officer, director, trustee, key employee
  - The creator or founder of the organization
  - Substantial contributor ($5,000 threshold)
  - Family members of above
  - 35% controlled entity of above

Schedule O

Supplemental Information to Form 990

Overview

- To provide narrative information required for responses to specific questions on Form 990, including information that did not fit in the allotted space provided elsewhere on Form 990.
- Every organization should disclose the following information on Schedule O (at minimum):
  - The process used by the organization to review its From 990.
  - How the organization made its governing documents, conflict of interest policy, and financial statements available to the public.

Schedule O

Supplemental Information to Form 990

Overview

- Note every Schedule has a Supplemental Information section – use those sections for each respective Schedule (not Schedule O).

Schedule R

Related Organizations and Unrelated Partnerships

Overview

- To report information on:
  - Related organizations
  - Certain transactions with related organizations
  - Certain unrelated partnerships through which the organization conducts significant activities.

Schedule R

Related Organizations and Unrelated Partnerships

Related Organization

- Parent that controls the filing organization
- Subsidiary controlled by the filing organization
- Brother/Sister organization, which is an organization controlled by the same person(s) as the filing organization

Schedule R

Related Organizations and Unrelated Partnerships

Related Organization, cont.

- Supporting/Supported organization of the filing organization
- Sponsoring Organization of a VEBA (voluntary employees' beneficiary association)
- Contributing Employer of a VEBA

Schedule R

Related Organizations and Unrelated Partnerships

Control

- Control of a nonprofit organization – one or more persons (whether individuals or organizations) control a nonprofit organization if they have the power to remove and replace a majority of the nonprofit directors or trustees, or a majority of the members who have the power to elect a majority of the nonprofit organization's directors or trustees.

03

Telling Your Story

What story is your 990 telling?



Where do you have the most influence?

Page 1

- Mission or most significant activities

Page 2

- Mission
- Program service accomplishments

Financial Information

- Detailed
- Accurate

Consistency

- Consistent responses throughout the Form

Page 1

Mission or most significant activities

Dos and Don'ts

- Do
  - Be clear and concise
  - Maximize the space
- Don't
  - Repeat information (such as organization's name, type of organization, the words "The organization's mission is..."
- *Space is limited so use it wisely (any overflow will go to Schedule O).

Page 1

Character limitation means we need to be intentional with the space we have.

Part I	Summary
nce 1	Briefly describe the organization's mission or most significant activities: SCOUT AND HOPPER'S SHELTER FOR FURRY FRIENDS IS A 501(C)(3) ORGANIZATION IN MISSOULA, MT. THE

Page 1

If this is someone's first interaction with your organization or your 990, what kind of impression is it leaving?

Part I	Summary
nce 1	Briefly describe the organization's mission or most significant activities: ANIMAL SHELTER.

Page 1

If this is someone's first interaction with your organization or your 990, what kind of impression is it leaving?

Part I	Summary
nce 1	Briefly describe the organization's mission or most significant activities: TO PROVIDE SAFE SHELTER FOR OUR CANINE FRIENDS AWAITING A FOREVER HOME.

Page 1

What if the shelter also provides training classes, behavior consultation, and medical care?

Does this really capture all that the organization does?

Part I	Summary
nce 1	Briefly describe the organization's mission or most significant activities: TO PROVIDE SAFE SHELTER FOR OUR CANINE FRIENDS AWAITING A FOREVER HOME.

Page 2

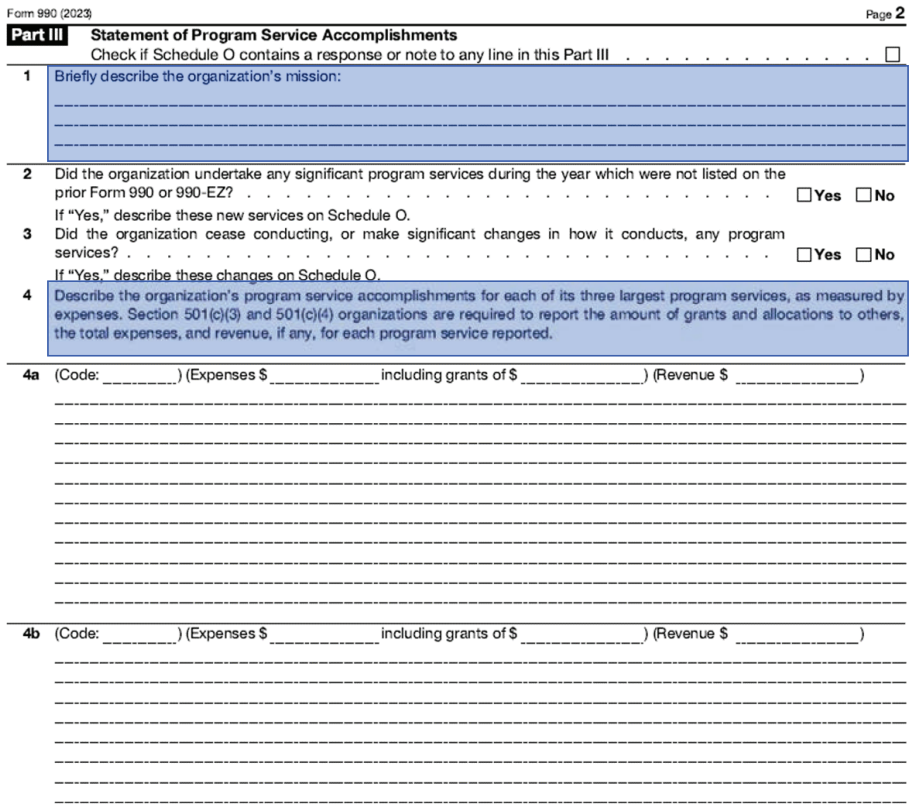
Mission and program service accomplishments

Overview

- More space here to put the entire mission statement (compared to page 1)
- Space to list three largest program service accomplishment (as measured by expenses)
  - Overflow and additional programs will be reported on Schedule O

Page 2

Mission and program service accomplishments



Form 990 (2023) Page **2**

Part III **Statement of Program Service Accomplishments**

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

1 Briefly describe the organization's mission:

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? . . . . . ☐ Yes ☐ No

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

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? . . . . . ☐ Yes ☐ No

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

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

4a (Code: _____) (Expenses $ _____ including grants of $ _____) (Revenue $ _____)

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

Page 2

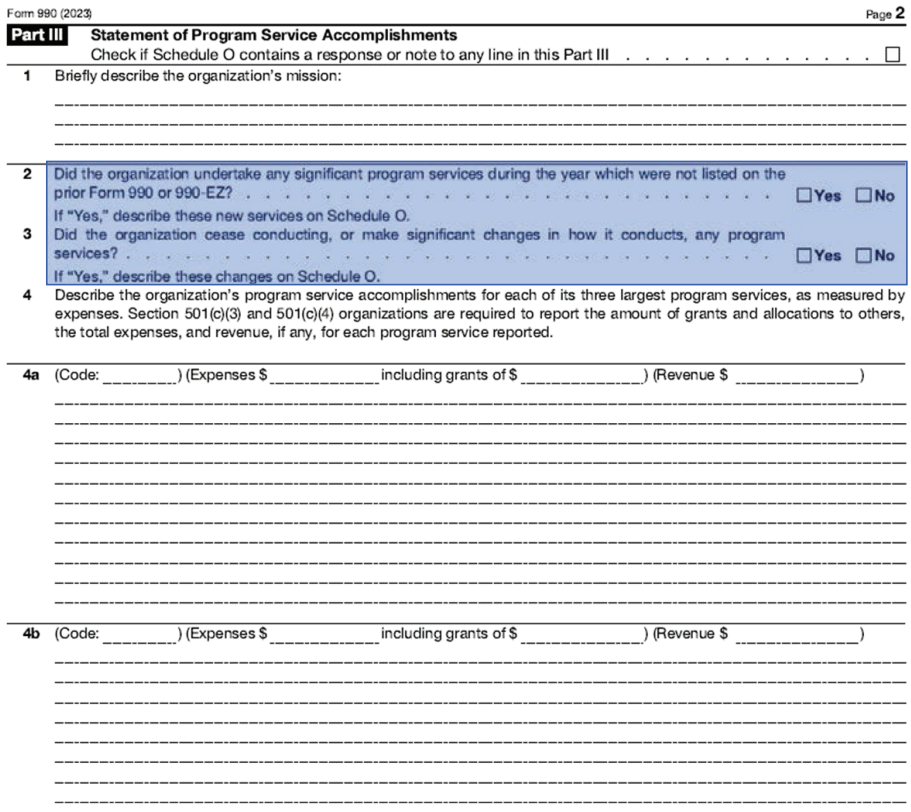
Mission and program service accomplishments

Overview

- Disclose if there were:
  - New programs
  - Discontinued programs
  - Significant changes in how a program is conducted
- These details will all flow to Schedule O

Page 2

Mission and program service accomplishments



Form 990 (2023) Page **2**

Part III **Statement of Program Service Accomplishments**

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

1 Briefly describe the organization's mission:

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? . . . . . ☐ Yes ☐ No

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

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? . . . . . ☐ Yes ☐ No

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

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

4a (Code: _____) (Expenses $ _____ including grants of $ _____) (Revenue $ _____)

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

Page 2

Mission and program service accomplishments

Dos and Don'ts

- Do
  - Describe each significant program
  - Provide accomplishments specific to the reporting year
  - Disclose measurable outcomes
    - **Results of programs**
    - **Number of individuals impacted**
- Don't
  - Neglect to update annually
  - Report prior year accomplishments year after year

Page 2

Mission and program service accomplishments

Example 1

- Scout and Hopper's Shelter for Furry Friends offers adoption services, training classes, behavior consultation and medical care for dogs in need.

Page 2

Mission and program service accomplishments

Example 1

- Scout and Hopper's Shelter for Furry Friends offers adoption services, training classes, behavior consultation and medical care for dogs in need. In FY23, the Shelter housed hundreds of dogs resulting in 351 adoptions into forever homes. Hundreds were provided life-saving medical care and meals. The Shelter also provided over 650 vaccines and 300 spay/neuter services.

Page 2

Mission and program service accomplishments

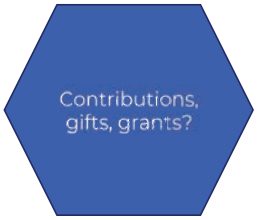
Example 1

- If programs are significant enough, report them as standalone programs. For example:
  - Adoption services
  - Training classes and behavior consultation
  - Medical care for dogs in need.

Total expenses must tie to Part IX, Line 25 (column B)

Total grants must tie to Part IX, Lines 1-4 (column B)

Total revenues must tie to Part VIII, Line 12 (column B)



4a (Code:) (Expenses $ including grants of $) (Revenue $)

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

89

Financial Information

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	50,958.				
	d Related organizations	1d					
	e Government grants (contributions)	1e					
	f All other contributions, gifts, grants, and similar amounts not included above	1f	598,608.				
	g Noncash contributions included in lines 1a-1f	1g	$				
	h **Total.** Add lines 1a-1f			649,566.			
			Business Code				
Program Service Revenue	2a ANIMAL ADOPTIONS		813312	238,548.	238,548.		
	b TRAINING & BEHAVIOR		813312	20,953.	20,953.		
	c						
	d						
	e						
	f All other program service revenue						

90

Consistency

Overview

- Form 990 and Schedules are interconnected
- Software does catch some inconsistencies but not all of them.

Consistency

Examples

- If you report programs separately on Statement of Revenue, do the figures match your program accomplishments on Page 2?
- Is revenue classification consistent between Statement of Revenue and Schedule A?
- If you filed W-2s, do you have expenses reported for salaries/wages?
- If you reported contributions from a related organization, do you have a Schedule R?

Consistency

Financial Statement Consistency

- Is your 990 consistent with your financial statements?
- Do total assets, liabilities, and net assets tie back?

Consistency

Financial Statement Consistency

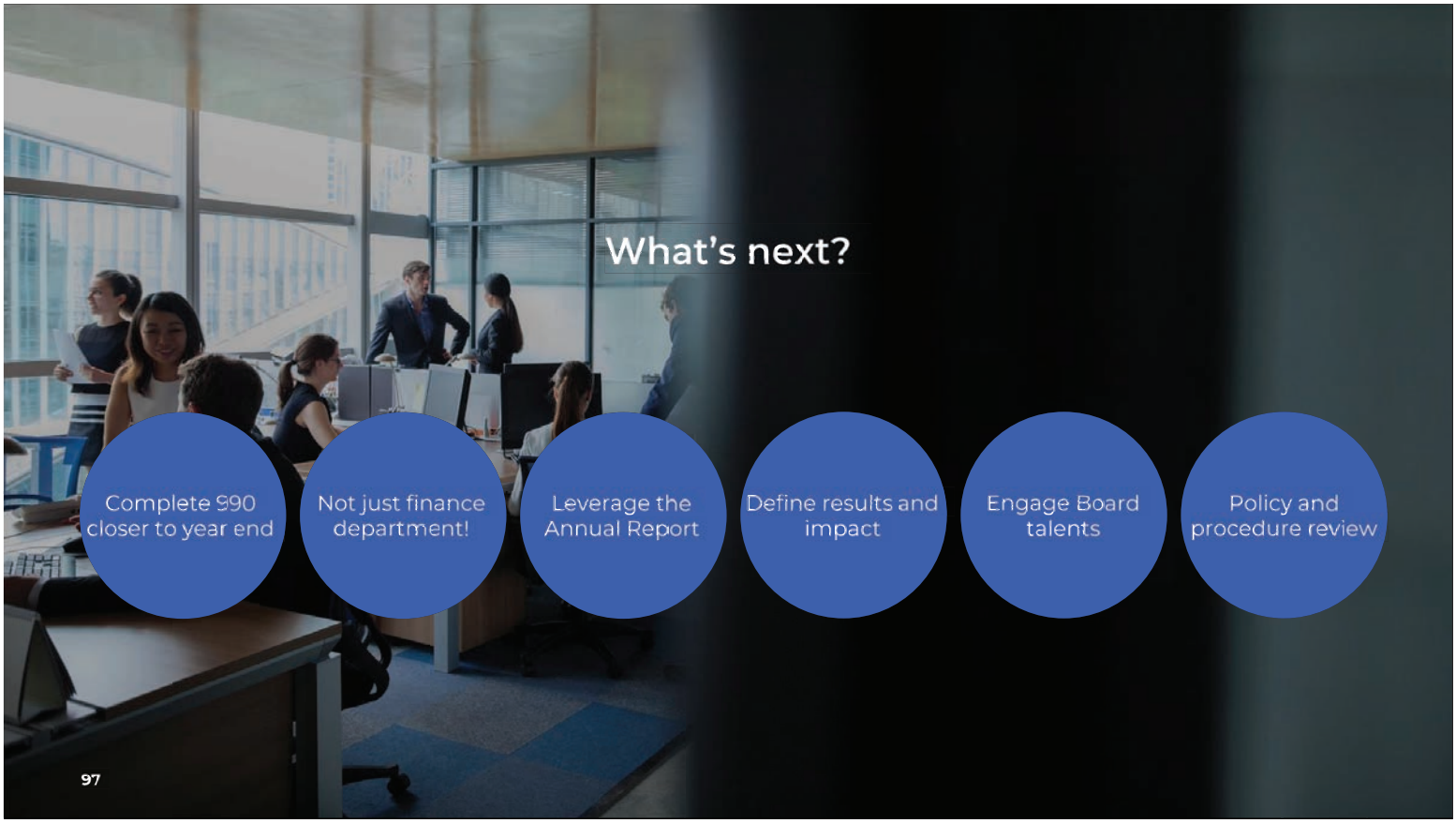
- If the financial statements were audited:
  - Is the Schedule D reconciliation completed?
  - Have you reviewed the financial statement footnotes for potential 990 disclosures?
    - **Custodial accounts**
    - **Related parties**
    - **Endowment funds**
    - **Government grants (if UG audit is required)**

Consistency

Other Marketing Materials

- Does your 990 communicate the same message as your website?
- Is it easy to find more information about your programs on your website?
- Is your 990 (and audited financial statement, if applicable) posted on your website?

What is one note you are taking back to your organization?


What's next?
Complete 990 closer to year end
Not just finance department!
Leverage the Annual Report
Define results and impact
Engage Board talents
Policy and procedure review
97

Questions?



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11 – 11:50 a.m.

The Candidate Experience: Your Employer Brand in Action

Beth Colson, CPA, MSA, *Managing Director & Partner, Truity Partners*
Katelynn Frederickson, PHR, *Senior Director, Financal Recruiting, Truity Partners*



1



Katelynn Frederickson
Senior Director
Truity Partners, LLC



Beth Colson
Managing Director & Partner
Truity Partners, LLC

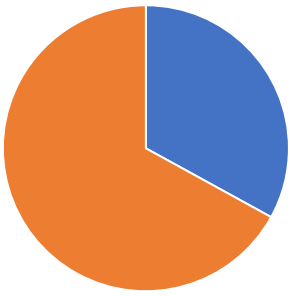
2

What IS the candidate experience?

Everything a job seeker encounters while interacting with your organization—from first impression to final decision, and beyond.

Why the candidate experience matters

- Impacts **brand reputation**, offer **acceptance rates**, and **referrals**
- Positive experience = **2x more likely to become customers**



67% of candidates will share negative experiences publicly (Glassdoor, social media)

Candidates Are More Than Just Applicants

Candidates are often:

- Customers
- Influencers
- Future applicants or referrals

Don’t burn bridges—**every touchpoint matters**

5



6

Hiring Process

Key Challenges

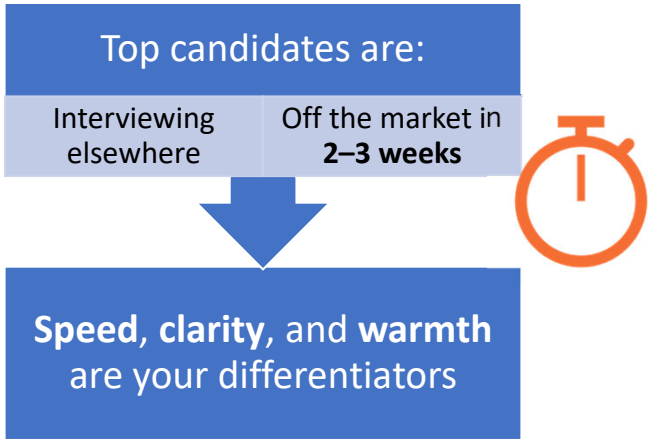
- Balancing **speed** vs. thoroughness
- Standing out in a **competitive market**
- Ensuring a **consistent** and **positive** journey

Strategy

- Fast, clear **comparisons**
- Active **selling** throughout
- Strong offers + **personalized** communication
- Stay **engaged** through start date

Hiring Process

Market Realities



Communication is Everything

Respond to **every** applicant, even if not interviewed

Frequent **updates**, even without progress

No ghosting—damages brand **reputation**

Interviews

Interview Best Practices



Prep: over-communicate, provide all details



Punctuality: be on time = respect



Scheduling: minimize downtime between rounds



Balance: assess + sell

Interviews

Consistency & Alignment

- Every candidate should have a **similar experience**
- Align your **stakeholders**
- **Train interviewers**—warm vs. transactional matters



11

Offers

Strong Offers Win

- First impression of the company's **commitment**
- Highlight **total compensation**, not just salary
- **Speed** matters—act fast



12

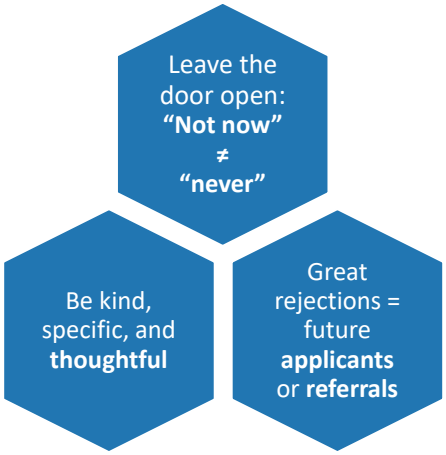
Offers

Personalization & Transparency

01	02	03
Personalized delivery: “Here’s why we’re excited about you”	Be **upfront** about benefits, expectations, and role scope	Don’t assume they’re sold—make them feel **wanted**

Rejection Process

Rejections that Build Brand



Pre-Start Engagement

Keep the Warmth Going Pre-Day 1

- **Ideas**:
  - Call from HR or hiring manager
  - Team lunch, swag, coffee chat
  - Send a book or welcome gift
- Clear Day 1 info: what to bring, wear, where to go, etc.



15



16

Onboarding Matters

- Day 1 = critical
- Week 1 = second most important
- Personalized onboarding builds loyalty
- Set 30-60-90 day expectations

Retention

- **Talk & Listen**
  - Ask questions around goals and growth
  - Take a personalized approach with each individual
  - What's working / not working
- **Manager Training**
  - Most poor onboarding experiences stem from unprepared managers

Feeling Valued

FREQUENT **RECOGNITION**: SHOUTOUTS, SPOT BONUSES, PTO DAY

REGULAR PERFORMANCE REVIEWS

CONTINUE TO REEVALUATE **BENEFITS**

COMPETITIVE **COMPENSATION**

TALK ABOUT **GROWTH PATHS**

FOSTER INCLUSIVE, INTENTIONAL **CULTURE**

CELEBRATE WINS

19



20

Farewells that Matter

- Counteroffers
- Respect their decision
- “Farewell, not goodbye” mindset
- Exit interviews & being a reference
- Keep in touch:
  - Alumni events
  - Newsletters
  - Ongoing community



Final Thoughts

CANDIDATE EXPERIENCE = LONG-TERM **BRAND IMPACT**

IT’S NOT ABOUT JUST HIRING— IT’S ABOUT **RELATIONSHIPS**

EVERY INTERACTION BUILDS OR BREAKS **TRUST**

What else?

23

Let’s keep in touch!



Katelynn Frederickson
Senior Director
815 979 2356
Katelynn.Frederickson@truitypartners.com



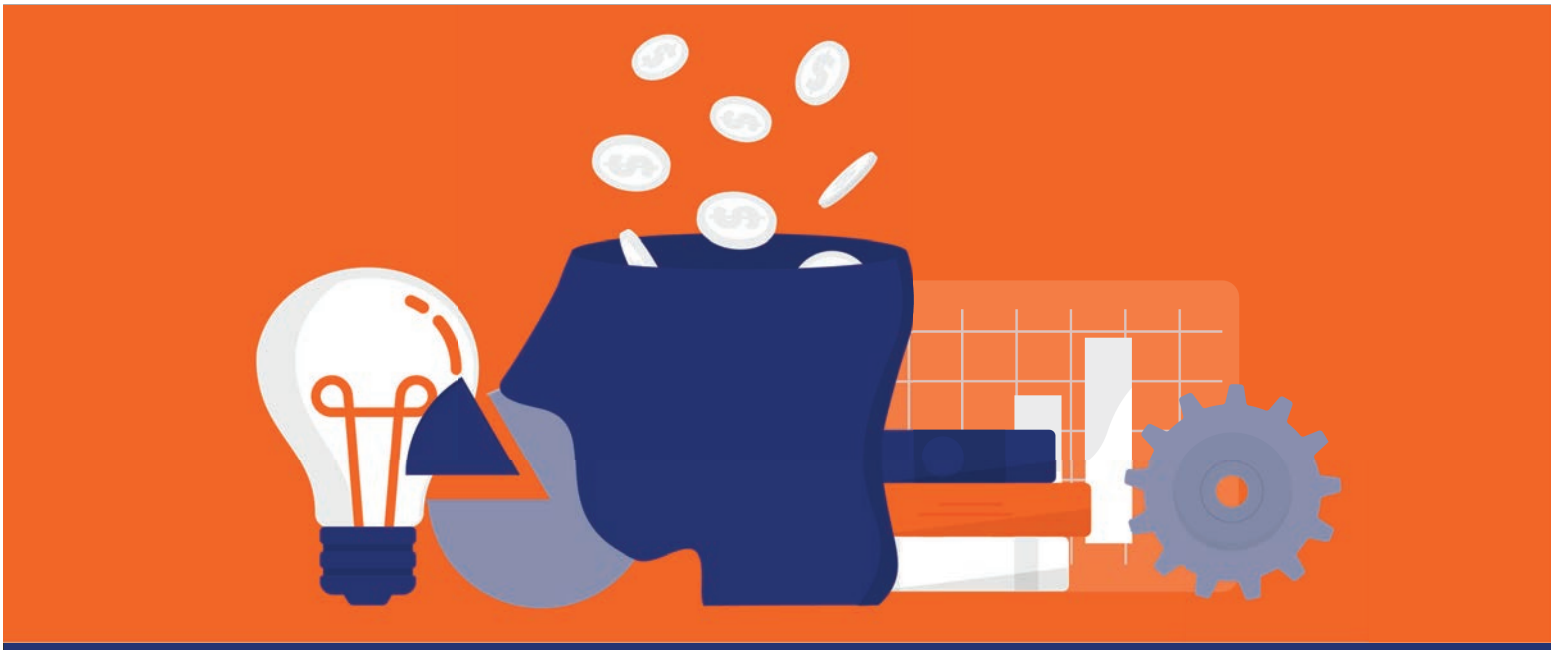
Beth Colson
Managing Director & Partner
414 379 3745
Beth.Colson@truitypartners.com

24

11 – 11:50 a.m.

Fundraising Events

Angie Bahrs, MBA, *Associate, Your Part-Time Controller, LLC*
Annie Mielke, *Associate, Your Part-Time Controller, LLC*
Theresa Ten Eyck, CPA, *Director, Remote Services, Your Part-Time Controller, LLC*



FUNDRAISING EVENTS

For WICPA Not-for-Profit Accounting Conference Sept 16, 2026

YOUR PART-TIME CONTROLLER®
The NONPROFIT accounting specialists®

PRESENTERS



ANNIE MIELKE

Manager, RSO-ELT

YOUR PART-TIME CONTROLLER, LLC



ANGIE BAHRS, MBA

Associate, RSO-ELT

YOUR PART-TIME CONTROLLER, LLC



TERI TEN EYCK, CPA

Director, RSO-ELT

YOUR PART-TIME CONTROLLER, LLC

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WHO WE ARE : YOUR PART-TIME CONTROLLER, LLC



EXPERIENCED PROFESSIONALS

We have over three decades of experience building stronger nonprofits



SPECIALIZED SOLUTIONS

We provide flexible accounting solutions tailored to clients' unique needs



AWARD-WINNING FIRM

We are recognized as a "Best Place to Work" and a "Top 100 Firm"



A TRUSTED PARTNER

We serve clients nationwide through our regional offices and remote services

COURSE SUMMARY AND OBJECTIVES

COURSE DESCRIPTION

Fundraising is essential to nonprofit sustainability, but **accounting for fundraising activities** can be complex. This session will explore how to properly recognize revenue and apply financial reporting best practices. Participants will gain practical insights on **aligning fundraising and financial records**, **avoiding common pitfalls**, and **strengthening internal controls** to ensure transparency and accuracy.

LEARNING OBJECTIVES

1. Identify key accounting considerations for fundraising activities.
2. Apply contribution, exchange, expense, documentation, and Form 990 concepts to common fundraising event scenarios.

CONTENT IS PRESENTED FOR EDUCATIONAL PURPOSES AND IS NOT INTENDED TO PROVIDE LEGAL, TAX OR OTHER PROFESSIONAL ADVICE FOR ANY SPECIFIC ORGANIZATION.

AGENDA

© 2026 YOUR PART-TIME CONTROLLER, LLC

01 **WHAT IS A FUNDRAISING EVENT**
What it is and why it matters

02 **KEY STAGES**
Three stages of a fundraising event

03 **EXAMPLES**
Putting concept into practice

04 **DILEMMAS**
Practical considerations

05 **KEY REMINDERS**
Items to keep in mind

01.

WHAT IS A FUNDRAISING EVENT

WHAT IT IS AND WHY IT MATTERS

FUNDRAISING EVENTS

WHAT IS A FUNDRAISING EVENT?



A FUNDRAISING EVENT IS an activity or event undertaken to encourage donors to contribute money, securities, services, materials, assets or time.

FUNDRAISING ACTIVITIES EXAMPLES:

- Direct mail solicitations
- Ongoing campaigns
- Professional fundraising services
- Fundraising event components:
  a) Galas and luncheons
  b) Raise the paddle
  c) Auction

FUNDRAISING EVENTS

WHAT IS NOT A FUNDRAISING EVENT?



A FUNDRAISING EVENT IS NOT the conduct of any trade or business that is regularly carried on .

EXAMPLES:

- **Regularly Carried On**
- **Gaming**
- **Events that are not fundraising:**
  - Events or activities that substantially **further the organization's exempt purpose.**

FUNDRAISING EVENTS

COMMON FUNDRAISING EVENT COMPONENTS



GALA / LUNCHEON

Tickets often serve as a primary source of revenue and can include various levels of access and benefits.



RAISE THE PADDLE

A fundraising technique where attendees make direct donations by raising numbered paddles or bid cards.



AUCTION

Auctions are a popular fundraising method for non-profits, involving the sale of donated items or experiences to the highest bidder.

FUNDRAISING EVENTS

WHY IS THIS IMPORTANT?



FINANCIAL STATEMENTS - GAAP ACCOUNTING

- Revenue split between gift and event portions
- Direct donor benefit costs can be netted
- Donated goods and services valued



SPECIFIC REQUIREMENTS ON IRS FORM 990

- Revenue split into contributions and event
- Direct donor benefit costs reported separately
- Noncash contributions reported separate



OTHER COMPLIANCE & REGULATORY REQUIREMENTS

- State and local solicitation rules
- Sales tax, gaming, and liquor licenses
- Donor disclosures

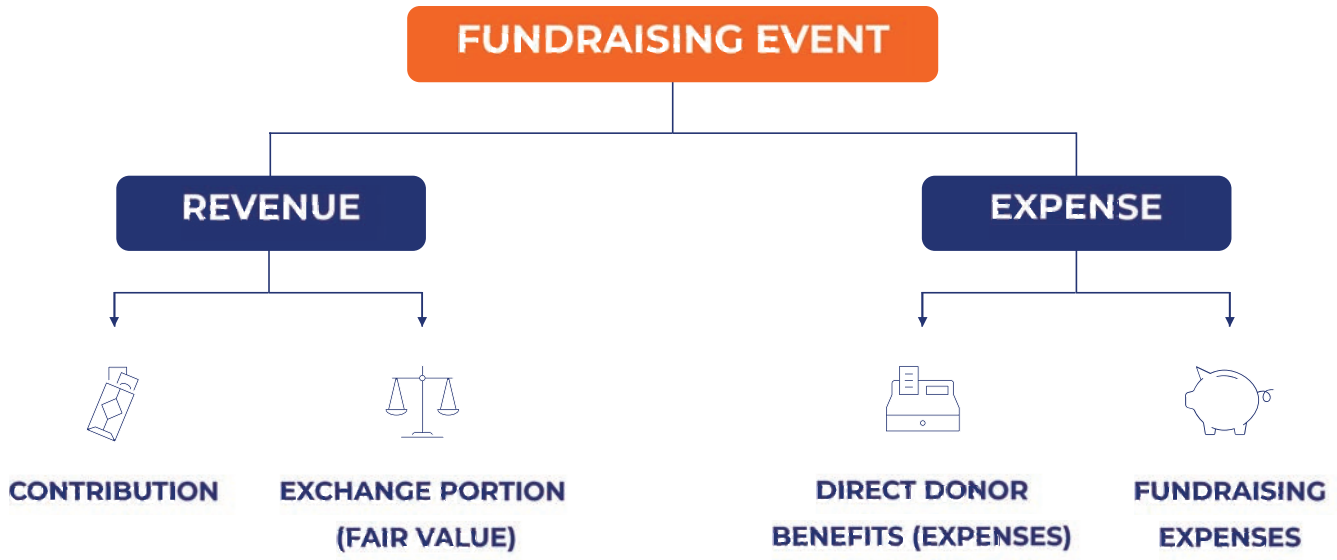
02.

KEY STAGES

THREE STAGES OF A FUNDRAISING EVENT

FUNDRAISING EVENTS

ACCOUNTING FOR FUNDRAISING EVENTS



NOTE: THE FORM 990 FOLLOWS THIS DISTINCTION.

KEY STAGES IN A FUNDRAISING EVENT

FROM PLANNING TO POST-EVENT REPORTING

PRE-EVENT

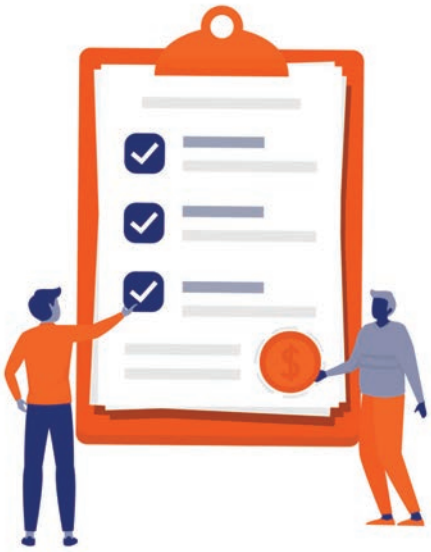
- Successfully account for funds raised and gifts received in advance of the event
- Agree on event price ahead of time

DAY OF EVENT

- Execute and track in real-time

POST-EVENT FINANCIAL REPORTING

- Wrap-up, reflect, and report.



STAGE ONE: PRE-EVENT



GAAP CONSIDERATIONS:

- **Determine the fair value (FV) of benefits attendees receive**, and **split ticket sales** between exchange versus contribution revenue.
- Evaluate whether **sponsors** receive a **more than nominal benefit**.
- **Recognize unconditional contributions** when received; recognize conditional contributions when barriers are met.
- Record **in-kind donations at fair value** when received.
- **Record expenses** like advertising, invitations and postage **as goods or services are received.**

KEY STAGES

STAGE ONE: PRE-EVENT

DOCUMENTATION:



- Use separate accounts for **donated** vs. **purchased** items.
- **Provide donor acknowledgment letters** for in-kind donations; describe the property, let donor determine the value.
- **Ensure FV is documented** for IRS Form 990 Schedules B, G, and M.
- **Track direct donor benefit costs** separately from other fundraising expenses so event revenue can be reported net on Form 990.
- **Coordinate** with the 990 preparer early so schedules tie to the general ledger.

KEY STAGES

STAGE TWO: DAY OF EVENT



GAAP CONSIDERATIONS:

- Recognize **unconditional contributions** when the gift is made.
- Recognize the **exchange revenue** when performance obligations are met (ticket sales, sponsorships).
- Record revenue for **in-kind items sold at auction**; amounts paid above fair value are contributions.
- Recognize **conditional contributions**, such as challenge or matching gifts, as barriers are met.
- **Record direct donor benefit costs** related to items like meals, entertainment, & facilities rental as expense **in the period the event occurs.**

KEY STAGES

STAGE TWO: DAY OF EVENT

DOCUMENTATION:

- Use **event-specific codes** or classes in accounting software.
- **Track** cash, pledges, and in-kind **revenue separately**.
- **Show purchase price and fair market value** (not a deduction amount) on attendee receipts and in the bid catalog.
- **Disclose quid pro quo** contributions where total payment is over $75.
- **Collect and remit sales tax** if applicable (e.g., merchandise) – check your state's guidelines.



KEY STAGES

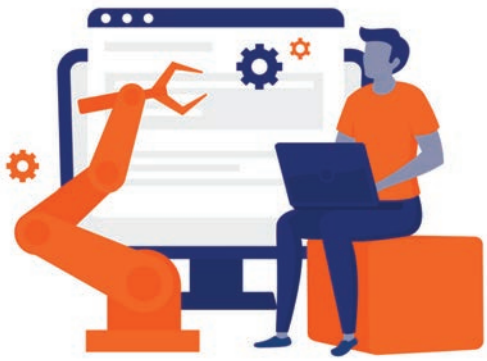
STAGE THREE: POST-EVENT REPORTING

GAAP CONSIDERATIONS:

- Ensure the expenses and revenues are **reported in the appropriate periods**.
- Measure **pledges at present value** when due beyond a year, net of an **allowance** for uncollectible accounts.
- Statement of Activities: report special events revenue **net of direct donor benefits**. Present **in-kind gifts on their own revenue line**.
- Statement of Functional Expenses: break out **material direct donor benefits**.
- **Expenses** not considered direct donor benefits will be considered **fundraising expenses**.

KEY STAGES

STAGE THREE: POST-EVENT REPORTING



DOCUMENTATION:

- **Reconcile all** accounts and finalize journal entries.
- **Prepare** internal and external **reports** (e.g., board, donors).
- Report event income and expenses on **IRS Form 990, Part VIII**.
- **Maintain documentation** for audit and compliance.

03.

EXAMPLES

PUTTING CONCEPT INTO PRACTICE

EXAMPLES

FUNDRAISING EVENT EXAMPLE

HUMANE SOCIETY ANNUAL GALA

Dinner Ticket price = **$200/person**

Value of ticket (meal and live entertainment) = **$75/person**

500 tickets purchased, only **485** attendees

Live and silent auction

- Inventory purchased = **$5,000**
- Donated auction items = **$170,000**

EXAMPLES

FUNDRAISING EVENT EXAMPLE - DINNER

Number of tickets purchased	500	
Number of attendees	485	
Ticket price	$200	
FV of each plate	$75	
Total Revenue (500 X $200)	**$100,000**	
Less: Exchange Revenue (500 X $75)	$37,500	
Contributions Revenue	$62,500	
Expenses		
Direct Donor Benefits:		
Entertainment	$20,000	
Catering	$21,350	
Facility rental	$25,000	
		$66,350
Other Expenses		
Professional fundraising fees	$8,000	
Postage	$500	
		$8,500
Total Expenses		$74,850

As reported in the organization's financial statements:

Special Events Revenue	$100,000
Less: Direct Donor Benefits	($66,350)
Net Special Events Revenue	$33,650
Fundraising Expenses	$8,500

EXAMPLES

FUNDRAISING EVENT EXAMPLE - AUCTION

FV of auction items purchased	$5,000	
FV of auction items donated	$170,000	
Total FV of non-cash items		**$175,000**
Contributions Revenue		
FV of donated items when received	$170,000	
Additional contributions revenue	$115,000	
Sales proceeds related to donated items		$285,000
Sales Proceeds from Purchased Items		$5,000
Total Auction Proceeds		**$290,000**
Expenses		
Direct Donor Benefits:		
Auctioneer	$6,000	
Other direct expenses	$4,000	
Auction items purchase	$5,000	
		$15,000
Other Expenses		
Printing of invitations	$17,500	
Advertising	$16,000	
		$33,500
Total Expenses		**$48,500**

As reported in the organization's financial statements:

Special Events Revenue	$290,000
Less: Direct Donor Benefits	($15,000)
Net Special Events Revenue	$275,000
Fundraising Expenses	$33,500

EXAMPLES

FUNDRAISING EVENT EXAMPLE - EVENT

AS REPORTED IN THE ORGANIZATION'S FINANCIAL STATEMENTS

	DINNER	AUCTION	EVENT
Special Events Revenue	100,000	290,000	390,000
Less: Direct Donor Benefits	(66,350)	(15,000)	(81,350)
Net Special Events Revenue	33,650	275,000	308,650
Fundraising Expense	8,500	33,500	42,000

When special event revenue is presented net of direct donor benefit expenses on the face of the Statement of Activities**, GAAP requires disclosure of the gross amounts of revenue and related direct expenses, including the nature and fair value of any donated auction items.** Additionally, the organization must disclose the portion of special event revenue that represents **contributions versus exchange transactions.**

04.

DILEMMAS

PRACTICAL CONSIDERATIONS

Content is presented for educational purposes and is not intended to provide legal, tax or other professional advice for any specific organization.

DILEMMAS

FREE EVENT WITH SUGGESTED DONATION

A FOUNDATION is holding a **special event dinner**. In lieu of charging a set ticket price, the foundation has **"suggested"** that all attendees pay $250 at the door.

GAAP CONSIDERATIONS

Separate earned revenue from contribution portion.

TAX CONSIDERATIONS

Best practice: charge everyone a ticket price to make reporting obligations clear.

HOW TO RECORD

Collaboration between Fundraising and Accounting functions before event planning leads to improved reporting.

DILEMMAS

DISCOUNTS ON VENUE, FOOD, ETC.

A HOUSING ORGANIZATION is holding its **annual gala** at a local hotel. The hotel typically charges $4,000 for the ballroom rental and $20,000 for a 100-person, fully catered dinner. To support the housing organization, the hotel prices were **reduced by 50%** for both the ballroom rental ($2,000) and the catering ($10,000).



GAAP CONSIDERATIONS

Record any **in-kind donation** if it reflects a true contribution of services or goods when the unconditional promise to give is received.



TAX CONSIDERATIONS

Discounted services are generally not reportable for tax purposes unless donated by a third party.



HOW TO RECORD

Record FV as in-kind revenue and expense; actual payment is recorded as a cash expense.

05.

KEY REMINDERS

ITEMS TO KEEP IN MIND

KEY REMINDERS

OTHER ITEMS TO CONSIDER



DONOR ACKNOWLEDGEMENT REQUIREMENTS

Best practice: **Issue receipts** in all cases

Include: name of exempt organization, date of contribution, description of property donated, amount of contribution (only if cash), quid pro quo value provided (if applicable), statement whether any goods/services were provided



STATE CHARITABLE SOLICITATION REGISTRATIONS

Ensure your **organization is registered** (or exempt) in each state where you solicit donations

KEY TAKEAWAYS

In this session, we walked through the full lifecycle of a fundraising event—planning, execution, and reporting—highlighting how to align financial practices with compliance and mission success.

01 FUNDRAISING EVENTS REQUIRE THOUGHTFUL ACCOUNTING

02 REVENUE AND EXPENSES MUST BE RECORDED CORRECTLY

03 COMPLIANCE STARTS EARLY

04 FINANCE AND FUNDRAISING MUST COLLABORATE

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THANK YOU.

FOR ADDITIONAL QUESTIONS OR ASSISTANCE WITH THE TOPICS COVERED IN THIS PRESENTATION, PLEASE USE THE PROVIDED CONTACT INFORMATION TO REACH OUT.

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