

Form **990**  
 Department of the Treasury  
 Internal Revenue Service

# Return of Organization Exempt From Income Tax

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

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

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

OMB No 1545-0047  
2018  
**Open to Public Inspection**

**A For the 2019 calendar year, or tax year beginning 01-01-2018, and ending 12-31-2018**

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

**C** Name of organization  
 FAMILY & CHILDREN SERVICES INC

Doing business as

Number and street (or P O box if mail is not delivered to street address) Room/suite  
 1608 LAKE STREET

City or town, state or province, country, and ZIP or foreign postal code  
 KALAMAZOO, MI 49001

**D** Employer identification number  
 38-2118101

**E** Telephone number  
 (269) 344-0202

**G** Gross receipts \$ 12,844,136

**F** Name and address of principal officer  
 SHERRY THOMAS-CLOUD  
 1608 LAKE STREET  
 KALAMAZOO, MI 49001

**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: ▶ FCSOURCE.ORG

**K** Form of organization  Corporation  Trust  Association  Other ▶

**L** Year of formation 1903

**M** State of legal domicile MI

**Part I Summary**

**1** Briefly describe the organization's mission or most significant activities  
 FAMILY & CHILDREN SERVICES SUPPORTS, STRENGTHENS AND PRESERVES THE SAFETY, WELL BEING AND DIGNITY OF CHILDREN, INDIVIDUALS AND FAMILIES, ACCOMPLISHED BY PROVIDING A COMPREHENSIVE PROGRAM OF CRITICAL HUMAN SERVICES

**2** Check this box  if the organization discontinued its operations or disposed of more than 25% of its net assets

<b>3</b> Number of voting members of the governing body (Part VI, line 1a)	<b>3</b> 23
<b>4</b> Number of independent voting members of the governing body (Part VI, line 1b)	<b>4</b> 23
<b>5</b> Total number of individuals employed in calendar year 2018 (Part V, line 2a)	<b>5</b> 227
<b>6</b> Total number of volunteers (estimate if necessary)	<b>6</b> 291
<b>7a</b> Total unrelated business revenue from Part VIII, column (C), line 12	<b>7a</b> 0
<b>7b</b> Net unrelated business taxable income from Form 990-T, line 34	<b>7b</b>

	Prior Year	Current Year
<b>8</b> Contributions and grants (Part VIII, line 1h)	1,189,229	970,753
<b>9</b> Program service revenue (Part VIII, line 2g)	9,413,568	9,580,916
<b>10</b> Investment income (Part VIII, column (A), lines 3, 4, and 7d)	1,354,053	706,124
<b>11</b> Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	2,766	2,030
<b>12</b> Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	11,959,616	11,259,823
<b>13</b> Grants and similar amounts paid (Part IX, column (A), lines 1-3)	250,745	254,604
<b>14</b> Benefits paid to or for members (Part IX, column (A), line 4)		0
<b>15</b> Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	7,745,716	8,014,379
<b>16a</b> Professional fundraising fees (Part IX, column (A), line 11e)		0
<b>b</b> Total fundraising expenses (Part IX, column (D), line 25) ▶ 132,795		
<b>17</b> Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	3,359,992	3,430,165
<b>18</b> Total expenses Add lines 13-17 (must equal Part IX, column (A), line 25)	11,356,453	11,699,148
<b>19</b> Revenue less expenses Subtract line 18 from line 12	603,163	-439,325
	Beginning of Current Year	End of Year
<b>20</b> Total assets (Part X, line 16)	27,280,381	25,529,813
<b>21</b> Total liabilities (Part X, line 26)	1,234,494	1,297,335
<b>22</b> Net assets or fund balances Subtract line 21 from line 20	26,045,887	24,232,478

**Part II Signature Block**

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

**Sign Here**

Signature of officer: \*\*\*\*\*  
 Date: 2019-09-09

SHERRY THOMAS-CLOUD CEO  
 Type or print name and title

**Paid Preparer Use Only**

Print/Type preparer's name: \_\_\_\_\_ Preparer's signature: \_\_\_\_\_ Date: 2019-09-12

Check  if self-employed PTIN: P00392717

Firm's name: ACCOUNTING CONSULTANTS PC Firm's EIN: 75-3179359

Firm's address: PO BOX 695 DOWAGIAC, MI 49047 Phone no: (269) 782-3957

Part III Statement of Program Service Accomplishments

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

1 Briefly describe the organization's mission

FAMILY & CHILDREN SERVICES SUPPORTS, STRENGTHENS AND PRESERVES THE SAFETY, WELL BEING AND DIGNITY OF CHILDREN, INDIVIDUALS AND FAMILIES, ACCOMPLISHED BY PROVIDING A COMPREHENSIVE PROGRAM OF CRITICAL HUMAN SERVICES

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 [X] 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 [X] 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 \$ 4,301,657 including grants of \$ 59,513 ) (Revenue \$ 4,619,635 ) See Additional Data

4b (Code ) (Expenses \$ 1,006,318 including grants of \$ 8,369 ) (Revenue \$ 850,094 ) See Additional Data

4c (Code ) (Expenses \$ 917,142 including grants of \$ 10,036 ) (Revenue \$ 626,909 ) See Additional Data

(Code ) (Expenses \$ 3,943,584 including grants of \$ 176,686 ) (Revenue \$ 3,484,278 )

FOR 116 YEARS, FAMILY & CHILDREN SERVICES HAS RESPONDED TO THE NEEDS OF THE COMMUNITIES IT SERVES ACCOMPLISHING ITS MISSION TO "SUPPORT, STRENGTHEN AND PRESERVE THE SAFETY, WELL-BEING AND DIGNITY OF CHILDREN, INDIVIDUALS AND FAMILIES" THROUGH A COMPREHENSIVE PROGRAM OF CHILD WELFARE AND BEHAVIORAL HEALTH SERVICES. A CONTINUUM OF PROGRAMS IS OFFERED, SERVING 8,262 INDIVIDUALS IN 2018, 4,980 WERE CHILDREN AGENCY CLIENTS WERE SERVED FROM 21 COUNTIES IN THE REGION ALLEGAN, BARRY, BERRIEN, BRANCH, CALHOUN, CASS, GENESEE, INGHAM, KALAMAZOO, KENT, LAKE, MACOMB, MASON, MONROE, MUSKEGON, OCEANA, OAKLAND, OTTAWA, ST. JOSEPH, VAN BUREN, AND WAYNE COUNTIES. SERVICES ARE PROVIDED IN CLIENT'S HOMES, SCHOOLS, CRISIS RESIDENTIAL, RESPITE AND SHELTER HOMES, COMMUNITY CENTERS, AND AGENCY SERVICE SITES IN KALAMAZOO AND CALHOUN COUNTIES. SERVICE QUALITY IS ASSURED THROUGH STATE AND LOCAL REGULATORY BODIES, THE COUNCIL ON ACCREDITATION (COA), AND INTERNAL TRAINING AND QUALITY MANAGEMENT SYSTEMS DIRECTED AT BEST PRACTICES IN THE DELIVERY OF HUMAN SERVICES. THE AGENCY HAS BEEN ACCREDITED SINCE JUNE OF 1987 AND IS LICENSED FOR THE CARE OF CHILDREN BY THE STATE OF MICHIGAN. IN ADDITION TO FOSTER CARE AND ADOPTION, FAMILY AND COMMUNITY TREATMENT AND COUNSELING SERVICES, SERVICES TO THE COMMUNITY INCLUDE CHILD WELFARE SERVICES, FAMILY PRESERVATION PROGRAMS SUCH AS FAMILIES FIRST, SERVE FAMILIES WHOSE CHILDREN ARE AT RISK OF OUT-OF-HOME PLACEMENT DUE TO ABUSE OR NEGLECT AND CHILDREN IN FOSTER CARE BEING REUNITED WITH THEIR FAMILIES. THE FAMILY ADVOCATE PROGRAM HELPS FAMILIES NEEDING IMMEDIATE SUPPORT AND PROVIDES SERVICES SUCH AS COUNSELING, LIFE SKILLS TRAINING AND PARENTING EDUCATION IN A FAMILY'S HOME FOR FAMILIES WHERE THERE HAS BEEN AN INVESTIGATION OF CHILD ABUSE OR NEGLECT. FAMILIES TOGETHER BUILDING SOLUTIONS IS AN IN-HOME PROGRAM THAT SERVES FAMILIES WHO ARE EXPERIENCING ISSUES RELATED TO CHILD AND FAMILY WELL-BEING AND ARE IN NEED OF SUPPORTIVE ASSISTANCE. SERVICES INCLUDE PROVIDING SUPPORT WITH BUDGETING, HOUSEHOLD MANAGEMENT, PARENTING SKILLS, CONNECTION WITH COMMUNITY RESOURCES, COMMUNICATION AND CONFLICT RESOLUTION SKILLS AND BUILDING POSITIVE RELATIONSHIPS. WHEN A CHILD MUST BE REMOVED FROM THEIR FAMILY, THE OVERARCHING GOAL IS TO RETURN THE CHILD TO THE HOME. FOSTER CARE SUPPORTIVE VISITATION/IN-HOME PARENT EDUCATION PROVIDES INTENSIVE INDIVIDUALIZED PARENT-CHILD VISITS CENTERED ON THE CHILD AND PARENT EDUCATION AND COACHING. THE PROGRAM UTILIZES EVIDENCE-BASED APPROACHES TO REPLACE OLD PATTERNS OF BEHAVIOR WITH NEW, HEALTHIER ONES. THE AGENCY ALSO OFFERS SUPERVISED PARENTING TIME TO IMPROVE PARENTING SKILLS AND INCREASE COMMUNICATION BETWEEN PARENTS AND THEIR CHILDREN IN A SAFE AND CONTROLLED ENVIRONMENT. BEHAVIORAL HEALTH SERVICES, COMMUNITY BASED MENTAL HEALTH SERVICES FOR YOUTH AND THEIR PARENTS ADDRESS BEHAVIORAL HEALTH ISSUES THAT LEFT UNTREATED, COULD OVERWHELM A CHILD OR FAMILY. FAMILY AND COMMUNITY TREATMENT AND PARENT INFANT PROGRAMS PROVIDE COMPREHENSIVE, HOME-BASED TREATMENT SERVICES PARTNERING WITH FAMILIES. SERVICES ARE PROVIDED TO FAMILIES WITH YOUTH EXPERIENCING A SERIOUS EMOTIONAL DISTURBANCE AND HAVING DIFFICULTIES IN MULTIPLE AREAS OF LIFE. IN ADDITION TO FAMILY AND COMMUNITY TREATMENT, PARENT INFANT PROGRAMS SERVE FAMILIES WHERE EITHER THE PARENT OR CHILD IS STRUGGLING WITH MENTAL HEALTH CHALLENGES, OFFERING FAMILY SUPPORT FROM PREGNANCY THROUGH AGE THREE. SERVICES INCLUDE INDIVIDUAL, GROUP, FAMILY AND PLAY THERAPY, PARENTING EDUCATION AND SUPPORT, 24-HOUR ON-CALL AVAILABILITY, ADVOCACY AND REFERRALS TO COMMUNITY RESOURCES. CASE MANAGEMENT COORDINATES NECESSARY SERVICES FOR YOUNG ADULTS WITH A SERIOUS AND PERSISTENT MENTAL ILLNESS OR FAMILIES WHOSE CHILDREN HAVE A DEVELOPMENTAL DISABILITY OR SERIOUS EMOTIONAL DISTURBANCE. THESE SERVICES INCLUDE A COMPREHENSIVE MENTAL HEALTH ASSESSMENT AND DEVELOPMENT OF A PERSON-CENTERED PLAN, LINKAGE AND REFERRAL TO COMMUNITY RESOURCES, AND ONGOING COORDINATION TO ENSURE QUALITY OF SERVICES AND SUPPORTS. IN 2018, 873 INDIVIDUALS WERE SERVED - 521 WERE CHILDREN. LINK SOCIAL EMOTIONAL LEARNING PROGRAMS ARE PROVIDED YEAR ROUND TO CHILDREN WITH SERIOUS EMOTIONAL DISTURBANCES AND/OR DEVELOPMENTAL DISABILITIES TO GIVE THEM THE OPPORTUNITY TO PARTICIPATE IN STRUCTURED ACTIVITIES DESIGNED TO PROMOTE THEIR SOCIAL, EMOTIONAL, EDUCATIONAL AND RECREATIONAL NEEDS INDIVIDUALLY OR IN A GROUP. THE PROGRAM IS TAILORED TO EACH CHILD'S INDIVIDUAL NEEDS IN A VARIETY OF COMMUNITY SETTINGS. WORKING WITH DIRECT CARE STAFF, GROUPS USE MUSIC, ART, SPORTS, ADVENTURE AND SCIENCE TO LEARN AND PRACTICE THEIR SOCIAL AND EMOTIONAL SKILLS. CRISIS SERVICES: MOBILE CRISIS RESPONSE IS A 24-HOUR RESPONSE TEAM FOR YOUTH IN KALAMAZOO COUNTY FACING A MENTAL HEALTH AND/OR SUBSTANCE USE CRISIS. AS A COMPREHENSIVE COMMUNITY-BASED PROGRAM, MOBILE CRISIS PROVIDES IMMEDIATE CRISIS INTERVENTION, CLINICAL ASSESSMENTS, ASSISTS FAMILIES IN DEVELOPING PRACTICAL SAFETY/CRISIS PLANS, AND PROVIDES FOLLOW UP SERVICES UNTIL THE YOUTH AND FAMILY ARE CONNECTED WITH ONGOING SERVICES. THIS SERVICE OPERATES 24-HOURS PER DAY, SEVEN DAYS PER WEEK IN SCHOOLS, HOMES AND IN THE COMMUNITY. GLEN'S HOUSE YOUTH CRISIS RESIDENTIAL SERVICES ARE FOR YOUTH AGES 5-17 WITH A PRIMARY MENTAL HEALTH DIAGNOSIS EXPERIENCING AN ACUTE PSYCHIATRIC CRISIS. GLEN'S HOUSE PROVIDES A SHORT-TERM (UP TO 14 NIGHTS) ALTERNATIVE TO INPATIENT PSYCHIATRIC SERVICES TO AVERT AN INPATIENT PSYCHIATRIC ADMISSION OR TO SHORTEN THE LENGTH OF AN INPATIENT STAY. CRISIS PLACEMENTS ARE ACCEPTED 24-HOURS, 365 DAYS A YEAR IN A LICENSED RESIDENTIAL FACILITY. YOUTH CRISIS RESPITE PROVIDES A SHORT-TERM PLACEMENT FOR YOUTH AGES 5-17 EXPERIENCING A MENTAL HEALTH CRISIS. SERVICES ARE TYPICALLY 2-14 DAYS AND ASSIST IN STABILIZING A CURRENT (NOT ON-GOING) CRISIS SITUATION. FOCUS IS ON THE TEMPORARY SEPARATION FROM YOUTH'S NATURAL ENVIRONMENT TO PREVENT DETERIORATION OR HARM TO THEMSELVES OR OTHERS. IN 2018, 338 CHILDREN/YOUTH WERE SERVED. GAIL'S HOUSE SHELTER FOSTER CARE PROVIDES A STRUCTURED, SAFE ENVIRONMENT FOR CHILDREN IN FOSTER CARE AS THEY AWAIT A PLACEMENT MATCH THAT WILL BEST MEET THEIR ONGOING NEEDS. PLACEMENT IN SHELTER CARE ALLOWS TIME TO ENSURE THE BEST POSSIBLE PLACEMENT. PLACEMENTS ARE ACCEPTED 24-HOURS, 365 DAYS A YEAR IN A LICENSED SIX BEDROOM HOME-LIKE RESIDENTIAL SETTING. DURING A YOUTH'S STAY, EMPHASIS IS PLACED ON CREATING AN ENVIRONMENT DESIGNED TO SUPPORT YOUTH IN TRAUMA RECOVERY. EACH YOUTH HAS A COMFORTABLE, PRIVATE ROOM. RESIDENTS ARE ENROLLED IN SCHOOL AND ENCOURAGED TO PARTICIPATE IN STRUCTURED ACTIVITIES SCHEDULED THROUGHOUT THE DAY. BALANCED NUTRITIONAL MEALS ARE PROVIDED IN A FAMILY-LIKE SETTING.

4d Other program services (Describe in Schedule O ) (Expenses \$ 3,943,584 including grants of \$ 176,686 ) (Revenue \$ 3,484,278 )

4e Total program service expenses 10,168,701

Part IV Checklist of Required Schedules

Table with 3 columns: Question ID, Question Text, Yes, No. Rows include questions 1 through 22 regarding organizational requirements, such as political campaign activities, lobbying, and financial reporting.

**Part IV Checklist of Required Schedules (continued)**

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

**Part V Statements Regarding Other IRS Filings and Tax Compliance**

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

		Yes	No
<b>1a</b>	Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable . . . . .	<b>1a</b>	16
<b>b</b>	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable . . . . .	<b>1b</b>	0
<b>c</b>	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? . . . . .	<b>1c</b>	Yes

<p><b>2a</b> Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return . . . . .</p>	<b>2a</b>	227			
<p><b>b</b> If at least one is reported on line 2a, did the organization file all required federal employment tax returns? <b>Note.</b>If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)</p>			<b>2b</b>	Yes	
<p><b>3a</b> Did the organization have unrelated business gross income of \$1,000 or more during the year? . . . . .</p>			<b>3a</b>		No
<p><b>b</b> If "Yes," has it filed a Form 990-T for this year?<i>If "No" to line 3b, provide an explanation in Schedule O . . . . .</i></p>			<b>3b</b>		
<p><b>4a</b> At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)? . . . . .</p>			<b>4a</b>		No
<p><b>b</b> If "Yes," enter the name of the foreign country <span style="border-bottom: 1px solid black; display: inline-block; width: 150px;"></span> See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR)</p>					
<p><b>5a</b> Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? . . . . .</p>			<b>5a</b>		No
<p><b>b</b> Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?</p>			<b>5b</b>		No
<p><b>c</b> If "Yes," to line 5a or 5b, did the organization file Form 8886-T? . . . . .</p>			<b>5c</b>		
<p><b>6a</b> Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions? . . . . .</p>			<b>6a</b>		No
<p><b>b</b> If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible? . . . . .</p>			<b>6b</b>		
<b>7 Organizations that may receive deductible contributions under section 170(c).</b>					
<p><b>a</b> Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor? . . . . .</p>			<b>7a</b>		No
<p><b>b</b> If "Yes," did the organization notify the donor of the value of the goods or services provided? . . . . .</p>			<b>7b</b>		
<p><b>c</b> Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282? . . . . .</p>			<b>7c</b>		No
<p><b>d</b> If "Yes," indicate the number of Forms 8282 filed during the year . . . . .</p>	<b>7d</b>				
<p><b>e</b> Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?</p>			<b>7e</b>		No
<p><b>f</b> Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? . . . . .</p>			<b>7f</b>		No
<p><b>g</b> If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required? . . . . .</p>			<b>7g</b>		No
<p><b>h</b> If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C? . . . . .</p>			<b>7h</b>		No
<p><b>8 Sponsoring organizations maintaining donor advised funds.</b> Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year? . . . . .</p>			<b>8</b>		
<p><b>9a</b> Did the sponsoring organization make any taxable distributions under section 4966? . . . . .</p>			<b>9a</b>		
<p><b>b</b> Did the sponsoring organization make a distribution to a donor, donor advisor, or related person? . . . . .</p>			<b>9b</b>		
<b>10 Section 501(c)(7) organizations.</b> Enter					
<p><b>a</b> Initiation fees and capital contributions included on Part VIII, line 12 . . . . .</p>	<b>10a</b>				
<p><b>b</b> Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities</p>	<b>10b</b>				
<b>11 Section 501(c)(12) organizations.</b> Enter					
<p><b>a</b> Gross income from members or shareholders . . . . .</p>	<b>11a</b>				
<p><b>b</b> Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them ) . . . . .</p>	<b>11b</b>				
<p><b>12a Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?</p>			<b>12a</b>		
<p><b>b</b> If "Yes," enter the amount of tax-exempt interest received or accrued during the year</p>	<b>12b</b>				
<b>13 Section 501(c)(29) qualified nonprofit health insurance issuers.</b>					
<p><b>a</b> Is the organization licensed to issue qualified health plans in more than one state? <b>Note.</b> See the instructions for additional information the organization must report on Schedule O</p>			<b>13a</b>		
<p><b>b</b> Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans . . . . .</p>	<b>13b</b>				
<p><b>c</b> Enter the amount of reserves on hand . . . . .</p>	<b>13c</b>				
<p><b>14a</b> Did the organization receive any payments for indoor tanning services during the tax year? . . . . .</p>			<b>14a</b>		No
<p><b>b</b> If "Yes," has it filed a Form 720 to report these payments?<i>If "No," provide an explanation in Schedule O . . . . .</i></p>			<b>14b</b>		
<p><b>15</b> Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see instructions and file Form 4720, Schedule N . . . . .</p>			<b>15</b>		No
<p><b>16</b> Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O . . . . .</p>			<b>16</b>		No

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



Section A. Governing Body and Management

Table with 3 columns: Question, Yes, No. Rows include: 1a Enter the number of voting members of the governing body at the end of the tax year (23); 1b Enter the number of voting members included in line 1a, above, who are independent (23); 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? (No); 3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person? (No); 4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? (No); 5 Did the organization become aware during the year of a significant diversion of the organization's assets? (No); 6 Did the organization have members or stockholders? (No); 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? (No); 7b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? (No); 8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following: 8a The governing body? (Yes); 8b Each committee with authority to act on behalf of the governing body? (Yes); 9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O (No).

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

Table with 3 columns: Question, Yes, No. Rows include: 10a Did the organization have local chapters, branches, or affiliates? (No); 10b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?; 11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? (Yes); 11b Describe in Schedule O the process, if any, used by the organization to review this Form 990; 12a Did the organization have a written conflict of interest policy? If "No," go to line 13 (Yes); 12b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? (Yes); 12c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done (Yes); 13 Did the organization have a written whistleblower policy? (Yes); 14 Did the organization have a written document retention and destruction policy? (Yes); 15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision? 15a The organization's CEO, Executive Director, or top management official (Yes); 15b Other officers or key employees of the organization (Yes); If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions); 16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? (No); 16b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?

Section C. Disclosure

Table with 2 columns: Question, Answer. Rows include: 17 List the States with which a copy of this Form 990 is required to be filed (MI); 18 Section 6104 requires an organization to make its Form 1023 (or 1024-A if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection Indicate how you made these available Check all that apply: Own website ( ), Another's website (checked), Upon request (checked), Other (explain in Schedule O) ( ); 19 Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year; 20 State the name, address, and telephone number of the person who possesses the organization's books and records: KATHLEEN HOMAN 1608 LAKE STREET KALAMAZOO, MI 49001 (269) 344-0202

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

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

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

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

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

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

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

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
(1) CLAYTON M WALDORF PRESIDENT	1 00	X		X			0	0	0	
(2) BRIAN HUDSON VICE PRESIDE	1 00	X		X			0	0	0	
(3) LINDA MILLER TREASURER	1 00	X		X			0	0	0	
(4) DOUGLAS G WORGESS SECRETARY	1 00	X		X			0	0	0	
(5) JAMES BRIDENSTINE TRUSTEE	1 00	X					0	0	0	
(6) KRIS CHARLES TRUSTEE	1 00	X					0	0	0	
(7) FIONA DENNY TRUSTEE	1 00	X					0	0	0	
(8) DR CHERYL DICKSON MPH TRUSTEE	1 00	X					0	0	0	
(9) MICHAEL EVANS TRUSTEE	1 00	X					0	0	0	
(10) DAVID FURGASON TRUSTEE	1 00	X					0	0	0	
(11) SUZANNE GONZALES TRUSTEE	1 00	X					0	0	0	
(12) ANNIE JOHNSTON HENN TRUSTEE	1 00	X					0	0	0	
(13) ALAN J HOVESTADT TRUSTEE	1 00	X					0	0	0	
(14) JEFF HUTCHISON TRUSTEE	1 00	X					0	0	0	
(15) CARMEN JAMES TRUSTEE	1 00	X					0	0	0	
(16) N DEAN MACVICAR TRUSTEE	1 00	X					0	0	0	
(17) CONNIE MCFEE TRUSTEE	1 00	X					0	0	0	

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

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
(18) ALBA MCKAY TRUSTEE	1 00	X						0	0	0
(19) CARRIE R MORROW TRUSTEE	1 00	X						0	0	0
(20) CARLOS RANGEL TRUSTEE	1 00	X						0	0	0
(21) VICTORIA REESE TRUSTEE	1 00	X						0	0	0
(22) JEFF WALKER TRUSTEE	1 00	X						0	0	0
(23) SARAH WILLEY TRUSTEE	1 00	X						0	0	0
(24) SHERRY THOMAS-CLOUD CEO	40 00			X				134,578	0	0
(25) JEFFREY MARSHALL DIR OF OPERA	40 00			X				106,233	0	9,240

<b>1b Sub-Total</b>										
<b>1c Total from continuation sheets to Part VII, Section A</b>										
<b>1d Total (add lines 1b and 1c)</b>							240,811			9,240

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

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

**Section B. Independent Contractors**

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

(A) Name and business address	(B) Description of services	(C) Compensation
A&L JANITORIAL INC A&L JANITORIAL INC 903 JACKSON STREET 903 JACKSON STREET KALAMAZOO, MI 49001	JANITORIAL	114,300

**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 **▶ 1**



**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
<b>Contributions, Gifts, Grants and Other Similar Amounts</b>	<b>1a</b> Federated campaigns . . . . .	<b>1a</b> 98,346			
	<b>b</b> Membership dues . . . . .	<b>1b</b>			
	<b>c</b> Fundraising events . . . . .	<b>1c</b>			
	<b>d</b> Related organizations . . . . .	<b>1d</b>			
	<b>e</b> Government grants (contributions) . . . . .	<b>1e</b>			
	<b>f</b> All other contributions, gifts, grants, and similar amounts not included above . . . . .	<b>1f</b> 872,407			
	<b>g</b> Noncash contributions included in lines 1a - 1f \$ _____	346,501			
<b>h Total.</b> Add lines 1a-1f . . . . .		970,753			

<b>Program Service Revenue</b>			Business Code			
	<b>2a</b> FOSTER CARE		624100	4,619,635	4,619,635	
<b>b</b> FACT		624100	850,094	850,094		
<b>c</b> RESPITE SERVICES		624100	662,169	662,169		
<b>d</b> CASE MANAGEMENT		624100	626,909	626,909		
<b>e</b> FTBS		624100	598,868	598,868		
<b>f</b> All other program service revenue			2,223,241	2,223,241		
<b>g Total.</b> Add lines 2a-2f . . . . .			9,580,916			

<b>Other Revenue</b>	<b>3</b> Investment income (including dividends, interest, and other similar amounts) . . . . .			316,064			316,064
	<b>4</b> Income from investment of tax-exempt bond proceeds . . . . .						
	<b>5</b> Royalties . . . . .						
	<b>6a</b> Gross rents	(i) Real	(ii) Personal				
	<b>b</b> Less rental expenses						
	<b>c</b> Rental income or (loss)						
	<b>d</b> Net rental income or (loss) . . . . .						
	<b>7a</b> Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other				
	<b>b</b> Less cost or other basis and sales expenses	1,974,373					
	<b>c</b> Gain or (loss)	1,545,755	38,558				
	<b>d</b> Net gain or (loss) . . . . .	428,618	-38,558				
	<b>e</b> Net gain or (loss) . . . . .			390,060	390,060		
	<b>8a</b> Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c) See Part IV, line 18 . . . . .	<b>a</b>					
	<b>b</b> Less direct expenses . . . . .	<b>b</b>					
	<b>c</b> Net income or (loss) from fundraising events . . . . .						
<b>9a</b> Gross income from gaming activities See Part IV, line 19 . . . . .	<b>a</b>						
<b>b</b> Less direct expenses . . . . .	<b>b</b>						
<b>c</b> Net income or (loss) from gaming activities . . . . .							
<b>10a</b> Gross sales of inventory, less returns and allowances . . . . .	<b>a</b>						
<b>b</b> Less cost of goods sold . . . . .	<b>b</b>						
<b>c</b> Net income or (loss) from sales of inventory . . . . .							
Miscellaneous Revenue	Business Code						
<b>11a</b> MISCELLANEOUS			2,030	2,030			
<b>b</b>							
<b>c</b>							
<b>d</b> All other revenue . . . . .							
<b>e Total.</b> Add lines 11a-11d . . . . .			2,030				
<b>12 Total revenue.</b> See Instructions . . . . .			11,259,823	9,973,006		316,064	

**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
<b>1</b> Grants and other assistance to domestic organizations and domestic governments See Part IV, line 21				
<b>2</b> Grants and other assistance to domestic individuals See Part IV, line 22	254,604	254,604		
<b>3</b> Grants and other assistance to foreign organizations, foreign governments, and foreign individuals See Part IV, line 15 and 16				
<b>4</b> Benefits paid to or for members				
<b>5</b> Compensation of current officers, directors, trustees, and key employees	240,811		240,811	
<b>6</b> Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
<b>7</b> Other salaries and wages	6,311,853	5,530,597	677,189	104,067
<b>8</b> Pension plan accruals and contributions (include section 401 (k) and 403(b) employer contributions)	116,638	92,240	23,247	1,151
<b>9</b> Other employee benefits	879,480	739,742	122,539	17,199
<b>10</b> Payroll taxes	465,597	394,367	63,269	7,961
<b>11</b> Fees for services (non-employees)				
<b>a</b> Management				
<b>b</b> Legal	2,285	1,957	328	
<b>c</b> Accounting	22,700	17,024	5,676	
<b>d</b> Lobbying				
<b>e</b> Professional fundraising services See Part IV, line 17				
<b>f</b> Investment management fees	90,903	75,720	15,183	
<b>g</b> Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)	232,149	210,926	21,223	
<b>12</b> Advertising and promotion	51,870	21,816	27,637	2,417
<b>13</b> Office expenses	151,581	124,295	27,286	
<b>14</b> Information technology	206,038	192,933	13,105	
<b>15</b> Royalties				
<b>16</b> Occupancy	509,446	444,089	65,357	
<b>17</b> Travel	317,353	309,343	8,010	
<b>18</b> Payments of travel or entertainment expenses for any federal, state, or local public officials				
<b>19</b> Conferences, conventions, and meetings	102,434	71,858	30,576	
<b>20</b> Interest				
<b>21</b> Payments to affiliates				
<b>22</b> Depreciation, depletion, and amortization	379,656	331,714	47,942	
<b>23</b> Insurance	105,231	100,237	4,994	
<b>24</b> Other expenses Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
<b>a</b> RESPITE & FOSTER CARE	1,235,791	1,235,791		
<b>b</b> PROGRAM FOOD	11,423	11,423		
<b>c</b> MISCELLANEOUS	11,305	8,025	3,280	
<b>d</b>				
<b>e</b> All other expenses				
<b>25</b> Total functional expenses. Add lines 1 through 24e	11,699,148	10,168,701	1,397,652	132,795
<b>26</b> Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

**Part X Balance Sheet**

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

		(A) Beginning of year		(B) End of year
<b>Assets</b>	<b>1</b> Cash—non-interest-bearing . . . . .	120,471	<b>1</b>	242,989
	<b>2</b> Savings and temporary cash investments . . . . .	103,957	<b>2</b>	57,366
	<b>3</b> Pledges and grants receivable, net . . . . .	318,884	<b>3</b>	34,674
	<b>4</b> Accounts receivable, net . . . . .	1,244,415	<b>4</b>	1,171,156
	<b>5</b> Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L . . . . .		<b>5</b>	
	<b>6</b> Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions) Complete Part II of Schedule L . . . . .		<b>6</b>	
	<b>7</b> Notes and loans receivable, net . . . . .		<b>7</b>	
	<b>8</b> Inventories for sale or use . . . . .		<b>8</b>	
	<b>9</b> Prepaid expenses and deferred charges . . . . .	115,387	<b>9</b>	99,486
	<b>10a</b> Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D	<b>10a</b> 13,186,300		
	<b>b</b> Less accumulated depreciation	<b>10b</b> 4,798,193	8,715,338	<b>10c</b> 8,388,107
	<b>11</b> Investments—publicly traded securities . . . . .	16,419,252	<b>11</b>	15,331,670
	<b>12</b> Investments—other securities See Part IV, line 11 . . . . .		<b>12</b>	
	<b>13</b> Investments—program-related See Part IV, line 11 . . . . .		<b>13</b>	
	<b>14</b> Intangible assets . . . . .		<b>14</b>	
	<b>15</b> Other assets See Part IV, line 11 . . . . .	242,677	<b>15</b>	204,365
<b>16 Total assets.</b> Add lines 1 through 15 (must equal line 34) . . . . .	27,280,381	<b>16</b>	25,529,813	
<b>Liabilities</b>	<b>17</b> Accounts payable and accrued expenses . . . . .	1,234,494	<b>17</b>	1,297,335
	<b>18</b> Grants payable . . . . .		<b>18</b>	
	<b>19</b> Deferred revenue . . . . .		<b>19</b>	
	<b>20</b> Tax-exempt bond liabilities . . . . .		<b>20</b>	
	<b>21</b> Escrow or custodial account liability Complete Part IV of Schedule D . . . . .		<b>21</b>	
	<b>22</b> Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons Complete Part II of Schedule L . . . . .		<b>22</b>	
	<b>23</b> Secured mortgages and notes payable to unrelated third parties . . . . .		<b>23</b>	
	<b>24</b> Unsecured notes and loans payable to unrelated third parties . . . . .		<b>24</b>	
	<b>25</b> Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17 - 24) Complete Part X of Schedule D . . . . .		<b>25</b>	
	<b>26 Total liabilities.</b> Add lines 17 through 25 . . . . .	1,234,494	<b>26</b>	1,297,335
<b>Net Assets or Fund Balances</b>	<b>Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.</b>			
	<b>27</b> Unrestricted net assets	4,924,071	<b>27</b>	10,437,308
	<b>28</b> Temporarily restricted net assets . . . . .	11,185,093	<b>28</b>	138,472
	<b>29</b> Permanently restricted net assets	9,936,723	<b>29</b>	13,656,698
	<b>Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34.</b>			
	<b>30</b> Capital stock or trust principal, or current funds . . . . .		<b>30</b>	
	<b>31</b> Paid-in or capital surplus, or land, building or equipment fund . . . . .		<b>31</b>	
	<b>32</b> Retained earnings, endowment, accumulated income, or other funds		<b>32</b>	
<b>33</b> Total net assets or fund balances . . . . .	26,045,887	<b>33</b>	24,232,478	
<b>34</b> Total liabilities and net assets/fund balances . . . . .	27,280,381	<b>34</b>	25,529,813	

**Part XI Reconciliation of Net Assets**

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

<b>1</b>	Total revenue (must equal Part VIII, column (A), line 12)	<b>1</b>	11,259,823
<b>2</b>	Total expenses (must equal Part IX, column (A), line 25)	<b>2</b>	11,699,148
<b>3</b>	Revenue less expenses Subtract line 2 from line 1	<b>3</b>	-439,325
<b>4</b>	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	<b>4</b>	26,045,887
<b>5</b>	Net unrealized gains (losses) on investments	<b>5</b>	-1,374,084
<b>6</b>	Donated services and use of facilities	<b>6</b>	
<b>7</b>	Investment expenses	<b>7</b>	
<b>8</b>	Prior period adjustments	<b>8</b>	
<b>9</b>	Other changes in net assets or fund balances (explain in Schedule O)	<b>9</b>	
<b>10</b>	Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B))	<b>10</b>	24,232,478

**Part XII Financial Statements and Reporting**

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

- 1** Accounting method used to prepare the Form 990  Cash  Accrual  Other \_\_\_\_\_  
 If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O
- 2a** Were the organization's financial statements compiled or reviewed by an independent accountant?  
 If 'Yes,' check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both  
 Separate basis  Consolidated basis  Both consolidated and separate basis
- b** Were the organization's financial statements audited by an independent accountant?  
 If 'Yes,' check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both  
 Separate basis  Consolidated basis  Both consolidated and separate basis
- c** If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?  
 If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O
- 3a** As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?
- b** If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits

	Yes	No
<b>2a</b>		No
<b>2b</b>	Yes	
<b>2c</b>	Yes	
<b>3a</b>		No
<b>3b</b>		

## Additional Data

**Software ID:**

**Software Version:**

**EIN:** 38-2118101

**Name:** FAMILY & CHILDREN SERVICES INC

Form 990 (2018)

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**Form 990, Part III, Line 4a:**

FOSTER CARE OFFERS SAFETY AND STABILITY TO CHILDREN WHO HAVE EXPERIENCED ABUSE OR NEGLECT BY PROVIDING FAMILY CARE WHEN OUT-OF-HOME PLACEMENT BECOMES NECESSARY FOSTER FAMILIES ARE LICENSED BY THE AGENCY AND TRAINED TO NURTURE AND PROMOTE THE DEVELOPMENT OF CHILDREN CHILDREN'S TRAUMA TREATMENT AND PARENT COACHING ARE PROVIDED TO TREAT CHILDREN AND STRENGTHEN FAMILIES SINCE 2009, PRIVATIZATION OF MICHIGAN'S CHILD WELFARE SYSTEM HAS INCREASED THE NUMBER OF CHILDREN COMING INTO THE AGENCY'S FOSTER CARE PROGRAM IN 2018, 66,039 DAYS OF FOSTER CARE WERE PROVIDED TO CHILDREN 168 CHILDREN WERE TRANSITIONED FROM FOSTER CARE INTO PERMANENT FAMILIES THROUGH ADOPTION AS PART OF A PERMANENCY PLAN WHEN THEY COULD NOT BE RETURNED TO THEIR FAMILIES

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**Form 990, Part III, Line 4b:**

FAMILY AND COMMUNITY TREATMENT (FACT) IS A COMPREHENSIVE HOME-BASED TREATMENT SERVICE PARTNERING WITH FAMILIES TO STRENGTHEN THEIR ABILITIES THIS PROGRAM SERVES FAMILIES WITH A CHILD WHO HAS A DIAGNOSABLE MENTAL ILLNESS AND IS EXPERIENCING DIFFICULTIES IN MULTIPLE AREAS OF LIFE THIS SERVICE MAY INCLUDE INDIVIDUAL, COUPLES, GROUP, FAMILY AND PLAY THERAPY, PARENTING SUPPORT, CASE MANAGEMENT SERVICES, 24-HOUR ON-CALL AVAILABILITY, ADVOCACY AND REFERRALS TO COMMUNITY SUPPORTS STAFF WORK WITH THE ENTIRE FAMILY PROVIDING INDIVIDUALIZED SERVICES FOR BOTH THE YOUTH AND FAMILY MEMBERS BASED ON A NEEDS-DRIVEN, STRENGTH-BASED APPROACH IN 2018, 804 INDIVIDUALS WERE SERVED - 521 WERE CHILDREN

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**Form 990, Part III, Line 4c:**

THE COUNSELING CENTER AT FAMILY & CHILDREN SERVICES WORKS WITH INDIVIDUALS EXPERIENCING EMOTIONAL HEALTH CHALLENGES. OUTPATIENT COUNSELING IS AVAILABLE FOR INDIVIDUALS FROM ALL SOCIOECONOMIC BACKGROUNDS. THERAPISTS PROVIDE A VARIETY OF PROFESSIONAL COUNSELING SERVICES INCLUDING INDIVIDUAL, COUPLE AND FAMILY THERAPY TO ENABLE CLIENTS TO UNDERSTAND THE SOCIAL, PSYCHOLOGICAL, AND INTERPERSONAL ISSUES THAT MAY BE INTERFERING WITH THEIR RELATIONSHIPS, JOB, SCHOOL AND SOCIAL FUNCTIONING. SCHOOL-BASED COUNSELING PROVIDES QUALITY OUTPATIENT COUNSELING AT KALAMAZOO PUBLIC SCHOOLS TO STUDENTS WHO MAY NOT OTHERWISE HAVE ACCESS TO SERVICES. CHILDREN'S SPECIALTY SERVICES OFFER TRAUMA THERAPY TO CHILDREN IN FOSTER CARE. BI-LINGUAL, BI-CULTURAL OUTREACH SERVICES ARE ALSO OFFERED TO SPANISH SPEAKING YOUTH AND THEIR FAMILIES. IN 2018, 2,176 INDIVIDUALS WERE SERVED THROUGH THE COUNSELING CENTER.

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

**Public Charity Status and Public Support**

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.  
▶ Attach to Form 990 or Form 990-EZ.  
▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

**2018**

**Open to Public Inspection**

Department of the Treasury  
Internal Revenue Service

Name of the organization

FAMILY & CHILDREN SERVICES INC

Employer identification number

38-2118101

**Part I Reason for Public Charity Status** (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is (For lines 1 through 12, check only one box )

- 1  A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.
- 2  A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E (Form 990 or 990-EZ) )
- 3  A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
- 4  A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state \_\_\_\_\_
- 5  An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II )
- 6  A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
- 7  An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II )
- 8  A community trust described in **section 170(b)(1)(A)(vi)** (Complete Part II )
- 9  An agricultural research organization described in **170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land grant college of agriculture See instructions Enter the name, city, and state of the college or university \_\_\_\_\_
- 10  An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See **section 509(a)(2)**. (Complete Part III )
- 11  An organization organized and operated exclusively to test for public safety See **section 509(a)(4)**.
- 12  An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3)**. Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g
  - a  **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization **You must complete Part IV, Sections A and B.**
  - b  **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s) **You must complete Part IV, Sections A and C.**
  - c  **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions) **You must complete Part IV, Sections A, D, and E.**
  - d  **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions) **You must complete Part IV, Sections A and D, and Part V.**
  - e  Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization
  - f Enter the number of supported organizations \_\_\_\_\_
  - g Provide the following information about the supported organization(s)

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1- 10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
<b>Total</b>						



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

(Complete only if you checked the box on line 5, 7, 8, or 9 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

**Section A. Public Support**

	Calendar year (or fiscal year beginning in) ▶	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
<b>1</b>	Gifts, grants, contributions, and membership fees received (Do not include any "unusual grant.")	2,087,260	7,804,703	1,211,797	1,176,414	970,753	13,250,927
<b>2</b>	Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
<b>3</b>	The value of services or facilities furnished by a governmental unit to the organization without charge						
<b>4</b>	<b>Total.</b> Add lines 1 through 3	2,087,260	7,804,703	1,211,797	1,176,414	970,753	13,250,927
<b>5</b>	The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						34,729
<b>6</b>	<b>Public support.</b> Subtract line 5 from line 4						13,216,198

**Section B. Total Support**

	Calendar year (or fiscal year beginning in) ▶	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
<b>7</b>	Amounts from line 4	2,087,260	7,804,703	1,211,797	1,176,414	970,753	13,250,927
<b>8</b>	Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	267,671	200,597	180,920	279,516	316,064	1,244,768
<b>9</b>	Net income from unrelated business activities, whether or not the business is regularly carried on						
<b>10</b>	Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)	17,846					17,846
<b>11</b>	<b>Total support.</b> Add lines 7 through 10						14,513,541
<b>12</b>	Gross receipts from related activities, etc. (see instructions)					<b>12</b>	28,457,814

**13 First five years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** . . . . .

**Section C. Computation of Public Support Percentage**

<b>14</b>	Public support percentage for 2018 (line 6, column (f) divided by line 11, column (f))	<b>14</b>	91.060 %
<b>15</b>	Public support percentage for 2017 Schedule A, Part II, line 14	<b>15</b>	91.540 %

**16a 33 1/3% support test—2018.** If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box

and **stop here.** The organization qualifies as a publicly supported organization

**b 33 1/3% support test—2017.** If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization

**17a 10%-facts-and-circumstances test—2018.** If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization

**b 10%-facts-and-circumstances test—2017.** If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization

**18 Private foundation.** If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions

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

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

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ►		(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
<b>1</b>	Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")						
<b>2</b>	Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
<b>3</b>	Gross receipts from activities that are not an unrelated trade or business under section 513						
<b>4</b>	Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
<b>5</b>	The value of services or facilities furnished by a governmental unit to the organization without charge						
<b>6</b>	<b>Total.</b> Add lines 1 through 5						
<b>7a</b>	Amounts included on lines 1, 2, and 3 received from disqualified persons						
<b>b</b>	Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
<b>c</b>	Add lines 7a and 7b						
<b>8</b>	<b>Public support.</b> (Subtract line 7c from line 6)						

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ►		(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
<b>9</b>	Amounts from line 6						
<b>10a</b>	Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
<b>b</b>	Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
<b>c</b>	Add lines 10a and 10b						
<b>11</b>	Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
<b>12</b>	Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
<b>13</b>	<b>Total support.</b> (Add lines 9, 10c, 11, and 12.)						

**14 First five years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ►

**Section C. Computation of Public Support Percentage**

<b>15</b>	Public support percentage for 2018 (line 8, column (f) divided by line 13, column (f))	<b>15</b>	
<b>16</b>	Public support percentage from 2017 Schedule A, Part III, line 15	<b>16</b>	

**Section D. Computation of Investment Income Percentage**

<b>17</b>	Investment income percentage for <b>2018</b> (line 10c, column (f) divided by line 13, column (f))	<b>17</b>	
<b>18</b>	Investment income percentage from <b>2017</b> Schedule A, Part III, line 17	<b>18</b>	

**19a 33 1/3% support tests—2018.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ►

**b 33 1/3% support tests—2017.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ►

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

**Part IV Supporting Organizations**

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

**Section A. All Supporting Organizations**

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

**Part IV Supporting Organizations** (continued)

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

**Section B. Type I Supporting Organizations**

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

**Section C. Type II Supporting Organizations**

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

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

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

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

<b>1</b>	Check the box next to the method that the organization used to satisfy the Integral Part Test during the year ( <b>see instructions</b> )		
<b>a</b>	<input type="checkbox"/> The organization satisfied the Activities Test. Complete <b>line 2</b> below.		
<b>b</b>	<input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete <b>line 3</b> below.		
<b>c</b>	<input type="checkbox"/> The organization supported a governmental entity. Describe in <b>Part VI</b> how you supported a government entity (see instructions).		
<b>2</b>	Activities Test <b>Answer (a) and (b) below.</b>		
<b>a</b>	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i>	Yes	No
<b>b</b>	Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i>		
<b>3</b>	Parent of Supported Organizations <b>Answer (a) and (b) below.</b>		
<b>a</b>	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>Provide details in Part VI.</i>		
<b>b</b>	Did the organization exercise a substantial degree of direction over the policies, programs and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>		

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

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

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

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

<b>Section D - Distributions</b>	<b>Current Year</b>
<b>1</b> Amounts paid to supported organizations to accomplish exempt purposes	
<b>2</b> Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
<b>3</b> Administrative expenses paid to accomplish exempt purposes of supported organizations	
<b>4</b> Amounts paid to acquire exempt-use assets	
<b>5</b> Qualified set-aside amounts (prior IRS approval required)	
<b>6</b> Other distributions (describe in <b>Part VI</b> ) See instructions	
<b>7 Total annual distributions.</b> Add lines 1 through 6	
<b>8</b> Distributions to attentive supported organizations to which the organization is responsive (provide details in <b>Part VI</b> ) See instructions	
<b>9</b> Distributable amount for 2018 from Section C, line 6	
<b>10</b> Line 8 amount divided by Line 9 amount	

<b>Section E - Distribution Allocations (see instructions)</b>	<b>(i) Excess Distributions</b>	<b>(ii) Underdistributions Pre-2018</b>	<b>(iii) Distributable Amount for 2018</b>
<b>1</b> Distributable amount for 2018 from Section C, line 6			
<b>2</b> Underdistributions, if any, for years prior to 2018 (reasonable cause required-- explain in Part VI) See instructions			
<b>3</b> Excess distributions carryover, if any, to 2018			
<b>a</b> From 2013. . . . .			
<b>b</b> From 2014. . . . .			
<b>c</b> From 2015. . . . .			
<b>d</b> From 2016. . . . .			
<b>e</b> From 2017. . . . .			
<b>f Total</b> of lines 3a through e			
<b>g</b> Applied to underdistributions of prior years			
<b>h</b> Applied to 2018 distributable amount			
<b>i</b> Carryover from 2013 not applied (see instructions)			
<b>j</b> Remainder Subtract lines 3g, 3h, and 3i from 3f			
<b>4</b> Distributions for 2018 from Section D, line 7			
\$			
<b>a</b> Applied to underdistributions of prior years			
<b>b</b> Applied to 2018 distributable amount			
<b>c</b> Remainder Subtract lines 4a and 4b from 4			
<b>5</b> Remaining underdistributions for years prior to 2018, if any Subtract lines 3g and 4a from line 2 If the amount is greater than zero, explain in Part VI See instructions			
<b>6</b> Remaining underdistributions for 2018 Subtract lines 3h and 4b from line 1 If the amount is greater than zero, explain in Part VI See instructions			
<b>7 Excess distributions carryover to 2019.</b> Add lines 3j and 4c			
<b>8</b> Breakdown of line 7			
<b>a</b> Excess from 2014. . . . .			
<b>b</b> Excess from 2015. . . . .			
<b>c</b> Excess from 2016. . . . .			
<b>d</b> Excess from 2017. . . . .			
<b>e</b> Excess from 2018. . . . .			

**Part VI Supplemental Information.** Provide the explanations required by Part II, line 10, Part II, line 17a or 17b, Part III, line 12, Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c, Part IV, Section B, lines 1 and 2, Part IV, Section C, line 1, Part IV, Section D, lines 2 and 3, Part IV, Section E, lines 1c, 2a, 2b, 3a and 3b, Part V, line 1, Part V, Section B, line 1e, Part V Section D, lines 5, 6, and 8, and Part V, Section E, lines 2, 5, and 6 Also complete this part for any additional information (See instructions)

<b>Facts And Circumstances Test</b>

**990 Schedule A, Supplemental Information**

Return Reference	Explanation
PART II, LINE 10	MISCELLANEOUS INCOME 17,846

**SCHEDULE D**  
(Form 990)  
  
Department of the Treasury  
Internal Revenue Service

# Supplemental Financial Statements

▶ Complete if the organization answered "Yes," on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.  
▶ Attach to Form 990.  
▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No 1545-0047  
**2018**  
**Open to Public Inspection**

**Name of the organization**  
FAMILY & CHILDREN SERVICES INC

**Employer identification number**  
38-2118101

**Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.**  
Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
<b>1</b> Total number at end of year		
<b>2</b> Aggregate value of contributions to (during year)		
<b>3</b> Aggregate value of grants from (during year)		
<b>4</b> Aggregate value at end of year		

**5** Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?  Yes  No

**6** Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?  Yes  No

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

**1** Purpose(s) of conservation easements held by the organization (check all that apply)

Preservation of land for public use (e g , recreation or education)  Preservation of an historically important land area

Protection of natural habitat  Preservation of a certified historic structure

Preservation of open space

**2** Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year

	Held at the End of the Year
<b>a</b> Total number of conservation easements	<b>2a</b>
<b>b</b> Total acreage restricted by conservation easements	<b>2b</b>
<b>c</b> Number of conservation easements on a certified historic structure included in (a)	<b>2c</b>
<b>d</b> Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register	<b>2d</b>

**3** Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ \_\_\_\_\_

**4** Number of states where property subject to conservation easement is located ▶ \_\_\_\_\_

**5** Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?  Yes  No

**6** Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \_\_\_\_\_

**7** Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \$ \_\_\_\_\_

**8** Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?  Yes  No

**9** In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.**  
Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

**1a** If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items

**b** If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items

(i) Revenue included on Form 990, Part VIII, line 1 ▶ \$ \_\_\_\_\_

(ii) Assets included in Form 990, Part X ▶ \$ \_\_\_\_\_

**2** If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items

**a** Revenue included on Form 990, Part VIII, line 1 ▶ \$ \_\_\_\_\_

**b** Assets included in Form 990, Part X ▶ \$ \_\_\_\_\_



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

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

**Part IV Escrow and Custodial Arrangements.**

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

- 1a** Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?  Yes  No
- b** If "Yes," explain the arrangement in Part XIII and complete the following table
- |  | Amount |
|--|--------|
| <b>c</b> Beginning balance             |        |
| <b>d</b> Additions during the year     |        |
| <b>e</b> Distributions during the year |        |
| <b>f</b> Ending balance                |        |
- 2a** Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? . . .  Yes  No
- b** If "Yes," explain the arrangement in Part XIII Check here if the explanation has been provided in Part XIII . . . .

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

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
<b>1a</b> Beginning of year balance . . . . .	13,870,518	12,534,103	12,229,564	11,595,821	11,293,961
<b>b</b> Contributions . . . . .	425	700	825	1,001,401	74,781
<b>c</b> Net investment earnings, gains, and losses	-520,893	1,968,715	734,603	349	683,567
<b>d</b> Grants or scholarships . . . . .					
<b>e</b> Other expenditures for facilities and programs . . . . .	741,647	571,345	379,288	312,593	402,022
<b>f</b> Administrative expenses . . . . .	64,159	61,655	51,601	55,414	54,466
<b>g</b> End of year balance . . . . .	12,544,244	13,870,518	12,534,103	12,229,564	11,595,821

- 2** Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as
- a** Board designated or quasi-endowment ▶ 22 000 %
  - b** Permanent endowment ▶ 78 000 %
  - c** Temporarily restricted endowment ▶
- The percentages on lines 2a, 2b, and 2c should equal 100%
- 3a** Are there endowment funds not in the possession of the organization that are held and administered for the organization by
- |  |            |           |
|--|------------|-----------|
| <b>(i)</b> unrelated organizations . . . . . | <b>Yes</b> | <b>No</b> |
| <b>3a(i)</b>                                 | Yes        |           |
| <b>(ii)</b> related organizations . . . . .  |            | No        |
| <b>3a(ii)</b>                                |            | No        |
- b** If "Yes" on 3a(ii), are the related organizations listed as required on Schedule R? . . . . . **3b**
- 4** Describe in Part XIII the intended uses of the organization's endowment funds

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

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

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
<b>1a</b> Land . . . . .		353,203		353,203
<b>b</b> Buildings . . . . .		11,279,641	3,364,437	7,915,204
<b>c</b> Leasehold improvements				
<b>d</b> Equipment . . . . .		1,553,456	1,433,756	119,700
<b>e</b> Other . . . . .				
<b>Total.</b> Add lines 1a through 1e (Column (d) must equal Form 990, Part X, column (B), line 10(c)) . . . ▶				8,388,107

**Part VII Investments—Other Securities.** Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

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

**Part VIII Investments—Program Related.** Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

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

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

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

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

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

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

**Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return**

Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

<b>1</b>	Total revenue, gains, and other support per audited financial statements . . . . .	<b>1</b>	9,885,739
<b>2</b>	Amounts included on line 1 but not on Form 990, Part VIII, line 12		
<b>a</b>	Net unrealized gains (losses) on investments . . . . .	<b>2a</b>	-1,374,084
<b>b</b>	Donated services and use of facilities . . . . .	<b>2b</b>	
<b>c</b>	Recoveries of prior year grants . . . . .	<b>2c</b>	
<b>d</b>	Other (Describe in Part XIII ) . . . . .	<b>2d</b>	
<b>e</b>	Add lines <b>2a</b> through <b>2d</b> . . . . .	<b>2e</b>	-1,374,084
<b>3</b>	Subtract line <b>2e</b> from line <b>1</b> . . . . .	<b>3</b>	11,259,823
<b>4</b>	Amounts included on Form 990, Part VIII, line 12, but not on line <b>1</b>		
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b . . . . .	<b>4a</b>	
<b>b</b>	Other (Describe in Part XIII ) . . . . .	<b>4b</b>	
<b>c</b>	Add lines <b>4a</b> and <b>4b</b> . . . . .	<b>4c</b>	
<b>5</b>	Total revenue Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 12 ) . . . . .	<b>5</b>	11,259,823

**Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.**

Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

<b>1</b>	Total expenses and losses per audited financial statements . . . . .	<b>1</b>	11,699,148
<b>2</b>	Amounts included on line 1 but not on Form 990, Part IX, line 25		
<b>a</b>	Donated services and use of facilities . . . . .	<b>2a</b>	
<b>b</b>	Prior year adjustments . . . . .	<b>2b</b>	
<b>c</b>	Other losses . . . . .	<b>2c</b>	
<b>d</b>	Other (Describe in Part XIII ) . . . . .	<b>2d</b>	
<b>e</b>	Add lines <b>2a</b> through <b>2d</b> . . . . .	<b>2e</b>	
<b>3</b>	Subtract line <b>2e</b> from line <b>1</b> . . . . .	<b>3</b>	11,699,148
<b>4</b>	Amounts included on Form 990, Part IX, line 25, but not on line <b>1</b> :		
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b . . . . .	<b>4a</b>	
<b>b</b>	Other (Describe in Part XIII ) . . . . .	<b>4b</b>	
<b>c</b>	Add lines <b>4a</b> and <b>4b</b> . . . . .	<b>4c</b>	
<b>5</b>	Total expenses Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 18 ) . . . . .	<b>5</b>	11,699,148

**Part XIII Supplemental Information**

Provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part IV, lines 1b and 2b, Part V, line 4, Part X, line 2, Part XI, lines 2d and 4b, and Part XII, lines 2d and 4b Also complete this part to provide any additional information

Return Reference	Explanation
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**Part XIII** **Supplemental Information (continued)**

Return Reference	Explanation
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Note: To capture the full content of this document, please select landscape mode (11" x 8.5") when printing.

Schedule I (Form 990)

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

OMB No 1545-0047

2018

Open to Public Inspection

Department of the Treasury Internal Revenue Service

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

Attach to Form 990.

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

Name of the organization

FAMILY & CHILDREN SERVICES INC

Employer identification number

38-2118101

Part I General Information on Grants and Assistance

- 1 Does the organization maintain records to substantiate the amount of the grants or assistance...
2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States

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

Table with 8 columns: (a) Name and address of organization or government, (b) EIN, (c) IRC section (if applicable), (d) Amount of cash grant, (e) Amount of non-cash assistance, (f) Method of valuation (book, FMV, appraisal, other), (g) Description of non-cash assistance, (h) Purpose of grant or assistance. Rows 1-12.

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

**Part III Grants and Other Assistance to Domestic Individuals.** Complete if the organization answered "Yes" on Form 990, Part IV, line 22

Part III can be duplicated if additional space is needed

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of noncash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
(1) HOUSEHOLD & LIVING NEEDS	2814	196,722	57,882		HOUSEHOLD GOODS
(2)					
(3)					
(4)					
(5)					
(6)					
(7)					

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

Return Reference

Explanation

Schedule L (Form 990 or 990-EZ)

Transactions with Interested Persons

OMB No 1545-0047

Complete if the organization answered "Yes" on Form 990, Part IV, lines 25a, 25b, 26, 27, 28a, 28b, or 28c, or Form 990-EZ, Part V, line 38a or 40b. Attach to Form 990 or Form 990-EZ. Go to www.irs.gov/Form990 for the latest information.

2018

Open to Public Inspection

Department of the Treasury Internal Revenue Service

Name of the organization FAMILY & CHILDREN SERVICES INC

Employer identification number 38-2118101

Part I Excess Benefit Transactions (section 501(c)(3), section 501(c)(4), and 501(c)(29) organizations only) Complete if the organization answered "Yes" on Form 990, Part IV, line 25a or 25b, or Form 990-EZ, Part V, line 40b

Table with 4 main columns: (a) Name of disqualified person, (b) Relationship between disqualified person and organization, (c) Description of transaction, (d) Corrected? (Yes/No)

2 Enter the amount of tax incurred by organization managers or disqualified persons during the year under section 4958 \$
3 Enter the amount of tax, if any, on line 2, above, reimbursed by the organization \$

Part II Loans to and/or From Interested Persons. Complete if the organization answered "Yes" on Form 990-EZ, Part V, line 38a, or Form 990, Part IV, line 26, or if the organization reported an amount on Form 990, Part X, line 5, 6, or 22

Table with 9 main columns: (a) Name of interested person, (b) Relationship with organization, (c) Purpose of loan, (d) Loan to or from the organization? (To/From), (e) Original principal amount, (f) Balance due, (g) In default? (Yes/No), (h) Approved by board or committee? (Yes/No), (i) Written agreement? (Yes/No)

Part III Grants or Assistance Benefiting Interested Persons. Complete if the organization answered "Yes" on Form 990, Part IV, line 27.

Table with 5 main columns: (a) Name of interested person, (b) Relationship between interested person and the organization, (c) Amount of assistance, (d) Type of assistance, (e) Purpose of assistance

**Part IV Business Transactions Involving Interested Persons.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 28a, 28b, or 28c.

(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of transaction	(d) Description of transaction	(e) Sharing of organization's revenues?	
				Yes	No
(1) GREENLEAF TRUST	BD MEMBER		INVESTMENT SERVICES		No

**Part V Supplemental Information**

Provide additional information for responses to questions on Schedule L (see instructions)

Return Reference	Explanation



**SCHEDULE M  
(Form 990)**

**Noncash Contributions**

OMB No 1545-0047

**2018**

▶ **Complete if the organizations answered "Yes" on Form 990, Part IV, lines 29 or 30.**  
 ▶ **Attach to Form 990.**  
 ▶ **Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.**

**Open to Public Inspection**

Department of the Treasury  
Internal Revenue Service

Name of the organization  
FAMILY & CHILDREN SERVICES INC

Employer identification number  
38-2118101

**Part I Types of Property**

	(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining noncash contribution amounts
1 Art—Works of art . . . . .				
2 Art—Historical treasures . . . . .				
3 Art—Fractional interests . . . . .				
4 Books and publications . . . . .				
5 Clothing and household goods . . . . .				
6 Cars and other vehicles . . . . .				
7 Boats and planes . . . . .				
8 Intellectual property . . . . .				
9 Securities—Publicly traded . . . . .	X	1	288,619	
10 Securities—Closely held stock . . . . .				
11 Securities—Partnership, LLC, or trust interests . . . . .				
12 Securities—Miscellaneous . . . . .				
13 Qualified conservation contribution—Historic structures . . . . .				
14 Qualified conservation contribution—Other . . . . .				
15 Real estate—Residential . . . . .				
16 Real estate—Commercial . . . . .				
17 Real estate—Other . . . . .				
18 Collectibles . . . . .				
19 Food inventory . . . . .				
20 Drugs and medical supplies . . . . .				
21 Taxidermy . . . . .				
22 Historical artifacts . . . . .				
23 Scientific specimens . . . . .				
24 Archeological artifacts . . . . .				
25 Other ▶ ( )	X	1	57,882	
26 Other ▶ ( )				
27 Other ▶ ( )				
28 Other ▶ ( )				

29 Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part IV, Donee Acknowledgement **29**

	Yes	No
30a During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 28, that it must hold for at least three years from the date of the initial contribution, and which is not required to be used for exempt purposes for the entire holding period?		No
b If "Yes," describe the arrangement in Part II		
31 Does the organization have a gift acceptance policy that requires the review of any nonstandard contributions?		No
32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions?		No
b If "Yes," describe in Part II		
33 If the organization did not report an amount in column (c) for a type of property for which column (a) is checked, describe in Part II		

**Part II** **Supplemental Information.**

Provide the information required by Part I, lines 30b, 32b, and 33, and whether the organization is reporting in Part I, column (b), the number of contributions, the number of items received, or a combination of both. Also complete this part for any additional information.

Return Reference

Explanation

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

**Supplemental Information to Form 990 or 990-EZ**

OMB No 1545-0047

**2018**

**Open to Public Inspection**

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

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

Department of the Treasury

Name of the organization

FAMILY & CHILDREN SERVICES INC

Employer identification number

38-2118101

**990 Schedule O, Supplemental Information**

Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4C	THE COUNSELING CENTER AT FAMILY & CHILDREN SERVICES WORKS WITH INDIVIDUALS EXPERIENCING EMOTIONAL HEALTH CHALLENGES OUTPATIENT COUNSELING IS AVAILABLE FOR INDIVIDUALS FROM ALL SOCIOECONOMIC BACKGROUNDS THERAPISTS PROVIDE A VARIETY OF PROFESSIONAL COUNSELING SERVICES INCLUDING INDIVIDUAL, COUPLE AND FAMILY THERAPY TO ENABLE CLIENTS TO UNDERSTAND THE SOCIAL, PSYCHOLOGICAL, AND INTERPERSONAL ISSUES THAT MAY BE INTERFERING WITH THEIR RELATIONSHIPS, JOB, SCHOOL AND SOCIAL FUNCTIONING SCHOOL-BASED COUNSELING PROVIDES QUALITY OUTPATIENT COUNSELING AT KALAMAZOO PUBLIC SCHOOLS TO STUDENTS WHO MAY NOT OTHERWISE HAVE ACCESS TO SERVICES CHILDREN'S SPECIALTY SERVICES OFFER TRAUMA THERAPY TO CHILDREN IN FOSTER CARE BI-LINGUAL, BI-CULTURAL OUTREACH SERVICES ARE ALSO OFFERED TO SPANISH SPEAKING YOUTH AND THEIR FAMILIES IN 2018, 2,176 INDIVIDUALS WERE SERVED THROUGH THE COUNSELING CENTER

## 990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4D	<p>FOR 116 YEARS, FAMILY &amp; CHILDREN SERVICES HAS RESPONDED TO THE NEEDS OF THE COMMUNITIES IT SERVES ACCOMPLISHING ITS MISSION TO "SUPPORT, STRENGTHEN AND PRESERVE THE SAFETY, WELL-BEING AND DIGNITY OF CHILDREN, INDIVIDUALS AND FAMILIES" THROUGH A COMPREHENSIVE PROGRAM OF CHILD WELFARE AND BEHAVIORAL HEALTH SERVICES. A CONTINUUM OF PROGRAMS IS OFFERED, SERVING 8,262 INDIVIDUALS IN 2018, 4,980 WERE CHILDREN. AGENCY CLIENTS WERE SERVED FROM 21 COUNTIES IN THE REGION: ALLEGAN, BARRY, BERRIEN, BRANCH, CALHOUN, CASS, GENESEE, INGHAM, KALAMAZOO, KENT, LAKE, MACOMB, MASON, MONROE, MUSKEGON, OCEANA, OAKLAND, OTTAWA, ST. JOSEPH, VAN BUREN, AND WAYNE COUNTIES. SERVICES ARE PROVIDED IN CLIENT'S HOMES, SCHOOLS, CRISIS RESIDENTIAL, RESPITE AND SHELTER HOMES, COMMUNITY CENTERS, AND AGENCY SERVICE SITES IN KALAMAZOO AND CALHOUN COUNTIES. SERVICE QUALITY IS ASSURED THROUGH STATE AND LOCAL REGULATORY BODIES, THE COUNCIL ON ACCREDITATION (COA), AND INTERNAL TRAINING AND QUALITY MANAGEMENT SYSTEMS DIRECTED AT BEST PRACTICES IN THE DELIVERY OF HUMAN SERVICES. THE AGENCY HAS BEEN ACCREDITED SINCE JUNE OF 1987 AND IS LICENSED FOR THE CARE OF CHILDREN BY THE STATE OF MICHIGAN. IN ADDITION TO FOSTER CARE AND ADOPTION, FAMILY AND COMMUNITY TREATMENT AND COUNSELING SERVICES, SERVICES TO THE COMMUNITY INCLUDE CHILD WELFARE SERVICES, FAMILY PRESERVATION PROGRAMS SUCH AS FAMILIES FIRST, SERVE FAMILIES WHOSE CHILDREN ARE AT RISK OF OUT-OF-HOME PLACEMENT DUE TO ABUSE OR NEGLECT AND CHILDREN IN FOSTER CARE BEING REUNITED WITH THEIR FAMILIES. THE FAMILY ADVOCATE PROGRAM HELPS FAMILIES NEEDING IMMEDIATE SUPPORT AND PROVIDES SERVICES SUCH AS COUNSELING, LIFE SKILLS TRAINING AND PARENTING EDUCATION IN A FAMILY'S HOME FOR FAMILIES WHERE THERE HAS BEEN AN INVESTIGATION OF CHILD ABUSE OR NEGLECT. FAMILIES TOGETHER BUILDING SOLUTIONS IS AN IN-HOME PROGRAM THAT SERVES FAMILIES WHO ARE EXPERIENCING ISSUES RELATED TO CHILD AND FAMILY WELL-BEING AND ARE IN NEED OF SUPPORTIVE ASSISTANCE. SERVICES INCLUDE PROVIDING SUPPORT WITH BUDGETING, HOUSEHOLD MANAGEMENT, PARENTING SKILLS, CONNECTION WITH COMMUNITY RESOURCES, COMMUNICATION AND CONFLICT RESOLUTION SKILLS AND BUILDING POSITIVE RELATIONSHIPS. WHEN A CHILD MUST BE REMOVED FROM THEIR FAMILY, THE OVERARCHING GOAL IS TO RETURN THE CHILD TO THE HOME. FOSTER CARE SUPPORTIVE VISITATION/IN-HOME PARENT EDUCATION PROVIDES INTENSIVE INDIVIDUALIZED PARENT-CHILD VISITS CENTERED ON THE CHILD AND PARENT EDUCATION AND COACHING. THE PROGRAM UTILIZES EVIDENCE-BASED APPROACHES TO REPLACE OLD PATTERNS OF BEHAVIOR WITH NEW, HEALTHIER ONES. THE AGENCY ALSO OFFERS SUPERVISED PARENTING TIME TO IMPROVE PARENTING SKILLS AND INCREASE COMMUNICATION BETWEEN PARENTS AND THEIR CHILDREN IN A SAFE AND CONTROLLED ENVIRONMENT. BEHAVIORAL HEALTH SERVICES: COMMUNITY BASED MENTAL HEALTH SERVICES FOR YOUTH AND THEIR PARENTS ADDRESS BEHAVIORAL HEALTH ISSUES THAT LEFT UNTREATED, COULD OVERWHELM A CHILD OR FAMILY. FAMILY AND COMMUNITY TREATMENT AND PARENT INFANT PROGRAMS PROVIDE COMP</p>

**990 Schedule O, Supplemental Information**

Return Reference	Explanation
<p>FORM 990, PAGE 2, PART III, LINE 4D</p>	<p>REHENSIVE, HOME-BASED TREATMENT SERVICES PARTNERING WITH FAMILIES SERVICES ARE PROVIDED T O FAMILIES WITH YOUTH EXPERIENCING A SERIOUS EMOTIONAL DISTURBANCE AND HAVING DIFFICULTIES IN MULTIPLE AREAS OF LIFE IN ADDITION TO FAMILY AND COMMUNITY TREATMENT, PARENT INFANT P ROGRAMS SERVE FAMILIES WHERE EITHER THE PARENT OR CHILD IS STRUGGLING WITH MENTAL HEALTH C HALLENGES, OFFERING FAMILY SUPPORT FROM PREGNANCY THROUGH AGE THREE SERVICES INCLUDE INDI VIDUAL, GROUP, FAMILY AND PLAY THERAPY, PARENTING EDUCATION AND SUPPORT, 24-HOUR ON-CALL A VAILABILITY, ADVOCACY AND REFERRALS TO COMMUNITY RESOURCES CASE MANAGEMENT COORDINATES NE CCESSARY SERVICES FOR YOUNG ADULTS WITH A SERIOUS AND PERSISTENT MENTAL ILLNESS OR FAMILIES WHOSE CHILDREN HAVE A DEVELOPMENTAL DISABILITY OR SERIOUS EMOTIONAL DISTURBANCE THESE SE RVICES INCLUDE A COMPREHENSIVE MENTAL HEALTH ASSESSMENT AND DEVELOPMENT OF A PERSON-CENTER ED PLAN, LINKAGE AND REFERRAL TO COMMUNITY RESOURCES, AND ONGOING COORDINATION TO ENSURE Q UALITY OF SERVICES AND SUPPORTS IN 2018, 873 INDIVIDUALS WERE SERVED - 521 WERE CHILDREN LINK SOCIAL EMOTIONAL LEARNING PROGRAMS ARE PROVIDED YEAR ROUND TO CHILDREN WITH SERIOUS EMOTIONAL DISTURBANCES AND/OR DEVELOPMENTAL DISABILITIES TO GIVE THEM THE OPPORTUNITY TO P ARTICIPATE IN STRUCTURED ACTIVITIES DESIGNED TO PROMOTE THEIR SOCIAL, EMOTIONAL, EDUCATION AL AND RECREATIONAL NEEDS INDIVIDUALLY OR IN A GROUP THE PROGRAM IS TAILORED TO EACH CHIL D'S INDIVIDUAL NEEDS IN A VARIETY OF COMMUNITY SETTINGS WORKING WITH DIRECT CARE STAFF, G ROUPS USE MUSIC, ART, SPORTS, ADVENTURE AND SCIENCE TO LEARN AND PRACTICE THEIR SOCIAL AND EMOTIONAL SKILLS CRISIS SERVICES MOBILE CRISIS RESPONSE IS A 24-HOUR RESPONSE TEAM FOR YOUTH IN KALAMAZOO COUNTY FACING A MENTAL HEALTH AND/OR SUBSTANCE USE CRISIS AS A COMPREH ENSIVE COMMUNITY-BASED PROGRAM, MOBILE CRISIS PROVIDES IMMEDIATE CRISIS INTERVENTION, CLIN ICAL ASSESSMENTS, ASSISTS FAMILIES IN DEVELOPING PRACTICAL SAFETY/CRISIS PLANS, AND PROVID ES FOLLOW UP SERVICES UNTIL THE YOUTH AND FAMILY ARE CONNECTED WITH ONGOING SERVICES THIS SERVICE OPERATES 24-HOURS PER DAY, SEVEN DAYS PER WEEK IN SCHOOLS, HOMES AND IN THE COMMU NITY GLEN'S HOUSE YOUTH CRISIS RESIDENTIAL SERVICES ARE FOR YOUTH AGES 5-17 WITH A PRIMAR Y MENTAL HEALTH DIAGNOSIS EXPERIENCING AN ACUTE PSYCHIATRIC CRISIS GLEN'S HOUSE PROVIDES A SHORT-TERM (UP TO 14 NIGHTS) ALTERNATIVE TO INPATIENT PSYCHIATRIC SERVICES TO AVERT AN I NPATIENT PSYCHIATRIC ADMISSION OR TO SHORTEN THE LENGTH OF AN INPATIENT STAY CRISIS PLACE MENTS ARE ACCEPTED 24-HOURS, 365 DAYS A YEAR IN A LICENSED RESIDENTIAL FACILITY YOUTH CRI SIS RESPITE PROVIDES A SHORT-TERM PLACEMENT FOR YOUTH AGES 5-17 EXPERIENCING A MENTAL HEAL TH CRISIS SERVICES ARE TYPICALLY 2-14 DAYS AND ASSIST IN STABILIZING A CURRENT (NOT ON-GO ING) CRISIS SITUATION FOCUS IS ON THE TEMPORARY SEPARATION FROM YOUTH'S NATURAL ENVIRONME NT TO PREVENT DETERIORATION OR HARM TO THEMSELVES OR OTHERS IN 2018, 338 CHILDREN/YOUTH WERE SERVED GAIL'S HOUSE SHEL</p>

**990 Schedule O, Supplemental Information**

<b>Return Reference</b>	<b>Explanation</b>
FORM 990, PAGE 2, PART III, LINE 4D	ER FOSTER CARE PROVIDES A STRUCTURED, SAFE ENVIRONMENT FOR CHILDREN IN FOSTER CARE AS THEY AWAIT A PLACEMENT MATCH THAT WILL BEST MEET THEIR ONGOING NEEDS PLACEMENT IN SHELTER CARE ALLOWS TIME TO ENSURE THE BEST POSSIBLE PLACEMENT PLACEMENTS ARE ACCEPTED 24-HOURS, 365 DAYS A YEAR IN A LICENSED SIX BEDROOM HOME-LIKE RESIDENTIAL SETTING DURING A YOUTH'S STAY, EMPHASIS IS PLACED ON CREATING AN ENVIRONMENT DESIGNED TO SUPPORT YOUTH IN TRAUMA RECOVERY EACH YOUTH HAS A COMFORTABLE, PRIVATE ROOM RESIDENTS ARE ENROLLED IN SCHOOL AND ENCOURAGED TO PARTICIPATE IN STRUCTURED ACTIVITIES SCHEDULED THROUGHOUT THE DAY BALANCED NUTRITIONAL MEALS ARE PROVIDED IN A FAMILY-LIKE SETTING

## 990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 6, PART VI, LINE 11B	DRAFT FORM 990 IS PROVIDED TO THE INDEPENDENT AUDIT COMMITTEE AND EXECUTIVE COMMITTEE FOR APPROVAL COMPLETED FORM 990 IS PROVIDED BY EMAIL TO ENTIRE GOVERNING BODY BEFORE SUBMITTAL

## 990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 6, PART VI, LINE 12C	CONFLICT OF INTEREST QUESTIONNAIRES ARE REQUESTED AND COMPLETED BY ALL MEMBERS OF THE GOVERNING BODY AND KEY MANAGEMENT PERSONNEL THESE ARE REQUIRED TO BE UPDATED ANNUALLY AS WELL AS OTHER TIMES AS A CHANGE WARRANTS



**990 Schedule O, Supplemental Information**

<b>Return Reference</b>	<b>Explanation</b>
FORM 990, PAGE 6, PART VI, LINE 15A	THE BOARD OF DIRECTORS ANNUALLY REVIEWS THE COMPENSATION OF THE CEO THE BOARD CONSIDERS RELEVANT MARKET INFORMATION PLUS INDIVIDUAL PERFORMANCE AND WEIGHS THOSE FACTORS AGAINST THE AGENCY'S FISCAL VIABILITY WHEN DETERMINING ANY CHANGES TO THE CEO'S COMPENSATION

# 990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 6, PART VI, LINE 15B	NO LESS THAN ANNUALLY, THE PERSONNEL COMMITTEE OF THE BOARD REVIEWS MARKET SALARY INFORMATION FOR ALL POSITIONS THE COMMITTEE APPROVES RECOMMENDATIONS FOR SALARY STRUCTURE AND RATE CHANGES

# 990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PAGE 6, PART VI, LINE 19	GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICY, TAX RETURNS AND FINANCIAL STATEMENTS ARE MADE AVAILABLE FOR REVIEW UPON REQUEST