First Things First, Inc.

Hamilton County, Tennessee

Supported Agencies - Budget Year 2025

1015870 - FIRST THINGS FIRST		Prior Year Actuals					FY 2024 Budget			FY 2025 Budget			
	DESCRIPTION	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Adopted	Amended	YTD Thru 3/31/2024	Requested	Cuts	Proposed	Change from PY Adopted
56003	APPROPRIATION	-	-	-	-	-	-	-	-	81,700		**81,700**	81,700
	Operating Expenditures Subtotal:	-	-	-	-	-	-	-	-	*81,700*		***81,700***	*81,700*
	1015870-FIRST THINGS FIRST Totals:	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	***81,700***		***81,700***	***81,700***

BUDGET REQUEST APPLICATION
FY 2024-2025

A. Cover Form

Organization Name: First Things First, Inc.

Organization Legal Name: First Things First, Inc.

Project Name(s): Increasing Parental Involvement in Child's Life and Education

Federal Tax ID#: 62-1678048

Mailing Address: P.O. Box 391, Chattanooga, TN 37401

Hamilton County Address: 1427 Williams Street, Chattanooga, TN 37408

Year Established: 1997

Years organization has operated in Hamilton County or served Hamilton County residents: 27

Organization's authorizing official contact: Lauren Hall

Organization's application contact person: Lauren Hall

Fiscal year total operating budget: 1,507,388

Current fiscal year start/end date: 1/1/2024 - 12/31/2024

First time applicant: YES

Requested county funds: $81,700

The above and following schedules embodying a request for an allocation from Hamilton County, Tennessee for the fiscal year ending June 30, 2025 (fiscal year 2025) were considered and approved by our Board of Directors on 02/16/2024. In the judgment of our Board, it represents the minimum needs of our organization for this fiscal year.

Jennifer Lyttle

Signature of President or Board Chair

Lauren Hall

Signature of Executive Director

THIS ALLOCATION REQUEST IS DUE BY JANUARY 31,2024

B. Grant Application

STATEMENT OF NEED

1. What needs does your program address, and why is it important to the Hamilton County population?

The mission of First Things First (FTF) is to provide resources that guide people in their relationships so they can live better lives. FTF has worked closely with Hamilton County Schools in different capacities over the past 25 years. In the fall of 2022, FTF co-led two Family Training Summits with the Hamilton County Family Resource Center with over 60 partner organizations in

2. Provide data and statistics that support your organization's needs.

In the 2022 Tennessee State Report, the Hamilton County School district:
- scored a 1 out of 4 on the Chronically Out of School scale, which measures a school's performance on chronic absenteeism. Over 20% of students were labeled as "chronically absent."
- reported a 41% overall success rate in math and reading for students enrolled in third - fifth grade.
- found "economically disadvantaged" children (those who qualify for free or reduced lunch) to be most likely to underperform academically, experience chronic absenteeism and receive school disciplinary actions.

OUTCOMES / OUTPUTS / INITIATIVES

3. How do you plan to utilize grant money awarded by Hamilton County?

To better connect with parents and empower them to be a part of their child's life and educational journey, FTF is partnering with Hamilton County Schools via the Hamilton County Family Resource Center to offer a holistic parenting program, Empowered Parents In Community (EPIC) Schools, specifically targeted to low-income and at-risk families. Following the Domains of Family Practice Model (DFPM), a research-informed model endorsed by the National Council on Family Relations, parents and families will have free access to relationship education, case management, therapy and coaching services as needed.

4. What results are you committed to achieving during the grant period? What key performance measures will you use to evaluate and track those results? (750-word suggestion)

To measure the program's effectiveness, FTF's on-staff Program Evaluator, Mr. Chris Ownby, will implement the evaluation process. Measurements include but not be limited to:

Outputs
- # of workshops/events held
- increase in parenting confidence after # of workshops or coaching sessions
- % of parents utilize a minimum of 2 services through the DFPM and FTF

Outcomes
- increase in quality time spent between parent and child
- increase in use of authoritative parenting style and skills
- increase in parent/teacher collaboration

Impact

5. What entities do you collaborate with which could also benefit from monies awarded by Hamilton County?

FTF collaborates with several entities in Hamilton County. For the purpose of this request, Harrison Elementary School (and the surround community) will benefit the most from movies awarded by Hamilton County. FTF will use the provided funds to expand the EPIC Parenting program and provide relationship education, coaching, case management and access to free/affordable mental health services. Together, FTF and Harrison Elementary will increase parental involvement in the school and in each child's education.

6. What is your organization's long-term vision, as it relates to your philanthropy and operations?

FTF desires for every family to have healthy relationship skills to pass down from generation to generation. Research shows strong, healthy, intact families provide a safer, healthier community with benefits such as lower crime rates, lower substance abuse, increased education performance and increased economic capacity. Research also shows families with an income level at or below the poverty line are more likely to experience domestic violence, child neglect and family disintegration. Plus, children born into low income communities are three times more likely to be poor as adults, perpetuating the cycle for generations.

C. Evaluation and Sustainability

7. If you utilize any evidence-based programs, please indicate which state and/or federal websites list the program and the rating given.

Family Wellness - formerly on federal through NREPP (https://familywellness.com/wp-content/uploads/2020/04/Summaryfwa.pdf)
Active Parenting - formerly on federal through NREPP (https://activeparenting.com/for-leaders/research-studies-tools-and-tests/evidence-based-programs-and-practices-nrepp/)
PREP - not listed on a website, but is evidence based - https://prepinc.com/pages/our-research

8. Describe how your organization plans to sustain services financially if Hamilton County funds do not extend past the awarded fiscal year

FTF has funding through private foundations to cover the EPIC Schools programs at Calvin Donaldson and East Lake Elementary schools. There is more work to be done in schools around the county and FTF will not have capacity to expand EPIC Parenting to Harrison Elementary in 2025 without additional funding.

D. Budget, Supporting Financial Documents and Attachments

Submit each of the following and complete the schedules that follow. If a document is not attached to your submission, please select N/A in the appropriate dropdown box:

- Your most recent audit (and previous two audits for organizations with a budget of $750,000 or more)

  Document Attached
- The organization's current operating budget - Schedule I

  Document Attached
- A Form 990 from the previous three (3) years

  Document Attached
- IRS Letter of Determination

  Document Attached
- Current Certificate of Existence with the State of Tennessee

  Document Attached
- Demographic information for clients served - Schedule II

  Document Attached
- Board & Staff Information - Schedule III

  Document Attached
- Grants, Contracts, MOU Table - Schedule IV

  Document Attached
- Strategic Plan

  Document Attached
- Letters of Support

  N/A

PROGRAM BUDGET SUPPORT REVENUE

Schedule I

NAME OF AGENCY BUDGET BY SERVICES FOR	FY 2024 Approved Budget	FY 2025 Proposed Budget	REVENUES Support/ Revenues	EXPENSES/EXPENDITURES PROGRAM SERVICES Program 1	Program 2	Program 3	Total Prog. Servs.	SUPPORT SERVICES Mgmt & General	Fund Raising	Total Supp. Serv.
SUPPORT/REVENUE FOR CURRENT OPERATIONS:										
Contributions	705,176	705,176	705,176							
Net Proceeds Special Events	200,000	200,000	200,000							
Designations	164,000	164,000	164,000							
United Way	12,500	12,500	12,500							
Fees/Grants from Governmental Agencies	250,000	250,000	250,000							
Membership Dues	0	0	0							
Program Income	75,000	75,000	75,000							
Sales to Public	1,200	1,200	1,200							
Investment Income	0	0	0							
Transfers to Operating Budget	0	0	0							
Income from Previous Year	123,357	123,357	123,357							
Miscellaneous	99,512	99,512	99,512							
*Support Requested from Hamilton County		81,700	81,700							
TOTAL SUPPORT/REVENUES	1,630,745	1,712,445	1,712,445							
EXPENDITURES FOR CURRENT OPERATIONS:										
Salaries Only (No Benefits)	684,683	718,300		684,850		33,450	718,300			0
Employee Health & Retirement Benefits	30,000	30,000		30,000			30,000			0
Employment Taxes, etc.	53,213	53,213		53,213			53,213			0
Professional Fees/Contract Service Payments	87,855	87,855		87,855			87,855			0
Supplies	20,950	40,950		20,950		20,000	40,950			0
Telephone	1,500	1,500		1,500			1,500			0
Postage and Shipping	2,900	2,900		2,900			2,900			0
Occupancy	144,444	144,444		144,444			144,444			0
Equipment Rental and Maintenance	3,144	3,144		3,144			3,144			0
Outside printing, art work, etc.	23,400	23,400		23,400			23,400			0
Local Transportation	0	0		0			0			0
Conferences, Conventions, etc.	2,350	11,850		2,350		9,500	11,850			0
Special Assistance to Individuals	6,000	24,750		6,000		18,750	24,750			0
Organization Dues	1,210	1,210		1,210			1,210			0
Awards and Grants	0	0		0			0			0
Fund Raising/Self-Support Activities	110,000	110,000		110,000			110,000			0
Insurance	9,186	9,186		9,186			9,186			0
Miscellaneous	239,994	239,994		239,994			239,994			0
Depreciation	0	0					0			0
National Dues/Support Payments	0	0					0			0
Equipment Purchases	1,500	1,500		1,500			1,500			0
TOTAL EXPENSES/EXPENDITURES	1,422,329	1,504,196		1,422,496	0	81,700	1,504,196	0	0	0
REVENUES OVER (UNDER) EXPENDITURES	208,416	208,249								

Program Beneficiary Statistics

(This should reflect total program count. Copy as needed for each program.)

EPIC Parenting Program

(Name of Program)

Program Beneficiary Characteristics Clients/Patients/Recipients/Other		Fiscal 2024 Budget	Fiscal 2024 Projected	Fiscal 2025 Proposed Budget
1. Unduplicated Count of Program Beneficiaries	TOTAL	30	80	130
a. Total Continuing from Previous Fiscal Year		0		
b. Total New for the Year		30	80	130
c. Total Terminated During the Year		0	0	0
2. Age Group	TOTAL	30	80	130
a. Infants-Under 5				
b. Between 5 and 12				
c. Between 13 and 17				
d. Between 18 and 29		20	50	80
e. Between 30 and 64		10	30	50
f. 65 and over				
g. Not Known				
3. Gender	TOTAL	30	80	130
a. Male		10	30	50
b. Female		20	50	80
c. Not Known/Other				
4. Ethnic Background	TOTAL	30	80	130
a. White		5	10	20
b. Black		12	35	50
c. Hispanic		13	35	60
d. Oriental				
e. Other - Ethnic Minority				
f. Not Known				
5. Income Level	TOTAL	30	80	130
a. Below 4,999				
b. 5,000-7,499				
c. 7,500-9,999				
d. 10,000-14,999			10	20
e. 15,000-19,999			20	40
f. 20,000-29,999			50	70
g. 30,000 and Over				
h. Not Known		30		
6. Location of Residence	TOTAL	30	80	130
a. Hamilton County		30	80	130
b. Outside of Hamilton County				
c. Not Known				

HAMILTON COUNTY, TENNESSEE
FISCAL YEAR 2025

Agency Name: First Things First

1. Are the dollars Hamilton County appropriates to your agency designated for the benefit of a specific geographical segment of the community? NO

2. If the answer to question number 1 above is yes, please explain.

3. Please estimate the percentage of your services provided to the geographic area listed below:

Unincorporated County	33
City of Chattanooga	67
City of East Ridge	0.0%
City of Signal Mountain	0.0%
City of Red Bank	0.0%
City of Soddy Daisy	0.0%
City of Lakesite	0.0%
City of Walden	0.0%
City of Collegedale	0.0%
City of Ridgeside	0.0%
City of Lookout Mountain	0.0%
All areas outside of Hamilton County	0.0%
Total	10,000.0%

Schedule of Positions, Salaries & Wages

Confidential (for Hamilton County internal use only)

First Things First, Inc.

(Name of Agency)

ALL FINANCIAL INFORMATION ROUNDED TO NEAREST DOLLAR

Board of Directors Title and/or Position	Name(s) Last Name, Initial	Part Time	#Years Emp	Emp. Covered by Retirement (a)	Current FY			Proposed FY		
					# Weeks Employed	Annual Salary	Budgeted Salary	# Weeks Employed	Annual Salary	Budgeted Salary
Board Chair	Lagutin, J	NO		NO		0	0		0	0
Treasurer	Lusk, R	NO		NO		0	0		0	0
Past Board Chair	Stehr, K	NO		NO		0	0		0	0
Board Member	Durrant, L	NO		NO		0	0		0	0
Board Member	Faulk, B	NO		NO		0	0		0	0
Board Member	Maddux, J	NO		NO		0	0		0	0
Board Member	Ramsey, E	NO		NO		0	0		0	0
Board Member	Serodino, P	NO		NO		0	0		0	0
Board Member	Rogers, B	NO		NO		0	0		0	0
Board Member	Spletzer, S	NO		NO		0	0		0	0
Board Member	Faulk, A	NO		NO		0	0		0	0
Board Member	Ware, G	NO		NO		0	0		0	0
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* If a position is changed from a part-time to a full-time position, show each as a separate position unit.
List positions in order of responsibility and include all staff and employees of agency in this schedule.
Non-professional employees performing similar services may be reported as a group.
(a.) Check if person is covered by retirement benefits.

Schedule of Positions, Salaries & Wages

Confidential (for Hamilton County internal use only)

First Things First, Inc.

(Name of Agency)

ALL FINANCIAL INFORMATION ROUNDED TO NEAREST DOLLAR

Organization Staff Members Title and/or Position	Name(s) Last Name, Initial	Part Time	#Years Emp	Emp. Covered by Retirement (a)	Current FY			Proposed FY		
					# Weeks Employed	Annual Salary	Budgeted Salary	# Weeks Employed	Annual Salary	Budgeted Salary
President & CEO	Hall, L	NO	8	NO	52	107,625	107,625	52	107,625	
VP of Operations	Qualls, M	NO	8	NO	52	67,529	67,529	52	67,529	
VP of Development	Brugh, K	NO	1	NO	52	82,000	82,000	52	82,000	
VP of Community Impact	Madison, R	NO	8	NO	52	74,729	74,729	52	74,729	
Program Evaluator & Research Strategist	Ownby, C	NO	6	NO	52	55,234	55,234	52	55,234	
Operations & Events Strategist	Henry, C	NO	5	NO	52	48,134	48,134	52	48,134	
Brand & Communication Strategist	Slocum, T	NO	5	NO	52	56,483	56,483	52	56,483	
Relationship Coach & Facilitator	Ellis, G	NO	11	NO	52	56,471	56,471	52	56,471	
Fathering Coordinator	Woods, J	NO	2	NO	52	49,200	49,200	52	49,200	
Case Manager	Rooks, T	NO	1	NO	52	47,500	47,500	52	47,500	
Social Media Manager	McCutcheon, A	NO	3	NO	52	37,818	37,818	52	37,818	
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* If a position is changed from a part-time to a full-time position, show each as a separate position unit.
List positions in order of responsibility and include all staff and employees of agency in this schedule.
Non-professional employees performing similar services may be reported as a group.
(a.) Check if person is covered by retirement benefits.

AGENCY: First Things First

AWARDS AND GRANTS FROM GOVERNMENTAL AGENCIES CITY/COUNTY/STATE/FEDERAL

	PROGRAM/PROJECT TITLE	NAME OF SOURCE	FOR HOW LONG?	LAST YEAR	THIS YEAR	NEXT YEAR
1	Holistic Programs for Noncustodial Parents	DOJ OJJDP	3	60,227	250,000	250,000
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
	Total Fees From Governmental Agencies			60,227	250,000	250,000

ALL FINANCIAL INFORMATION ROUNDED TO NEAREST DOLLAR

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: MAY 21 2007

FIRST THINGS FIRST INC
701 CHEROKEE BLVD STE 230
CHATTANOOGA, TN 37405

Employer Identification Number:
62-1678048
DLN:
17053089742012
Contact Person:
YVONNE LIGGETT ID# 31296
Contact Telephone Number:
(877) 829-5500
Our Letter Dated:
October 1997
Addendum Applies:
No

Dear Applicant:

This modifies our letter of the above date in which we stated that you would be treated as an organization that is not a private foundation until the expiration of your advance ruling period.

Your exempt status under section 501(a) of the Internal Revenue Code as an organization described in section 501(c)(3) is still in effect. Based on the information you submitted, we have determined that you are not a private foundation within the meaning of section 509(a) of the Code because you are an organization of the type described in section 509(a)(1) and 170(b)(1)(A)(vi).

Grantors and contributors may rely on this determination unless the Internal Revenue Service publishes notice to the contrary. However, if you lose your section 509(a)(1) status, a grantor or contributor may not rely on this determination if he or she was in part responsible for, or was aware of, the act or failure to act, or the substantial or material change on the part of the organization that resulted in your loss of such status, or if he or she acquired knowledge that the Internal Revenue Service had given notice that you would no longer be classified as a section 509(a)(1) organization.

You are required to make your annual information return, Form 990 or Form 990-EZ, available for public inspection for three years after the later of the due date of the return or the date the return is filed. You are also required to make available for public inspection your exemption application, any supporting documents, and your exemption letter. Copies of these documents are also required to be provided to any individual upon written or in person request without charge other than reasonable fees for copying and postage. You may fulfill this requirement by placing these documents on the Internet. Penalties may be imposed for failure to comply with these requirements. Additional information is available in Publication 557, Tax-Exempt Status for Your Organization, or you may call our toll free number shown above.

If we have indicated in the heading of this letter that an addendum applies, the addendum enclosed is an integral part of this letter.

FIRST THINGS FIRST INC

Because this letter could help resolve any questions about your private foundation status, please keep it in your permanent records.

If you have any questions, please contact the person whose name and telephone number are shown above.

Sincerely yours,

Steven T. Miller
Director, Exempt Organizations

Letter 1050 (DO/CG)

Tre Hargett
Secretary of State

Division of Business Services
Department of State
State of Tennessee

312 Rosa L. Parks AVE, 6th FL
Nashville, TN 37243-1102

FIRST THINGS FIRST, INC.
PO BOX 391
CHATTANOOGA, TN 37401

February 15, 2024

Request Type: Certificate of Existence/Authorization
Request #: 0569018

Issuance Date: 02/15/2024
Copies Requested: 1

Document Receipt

Receipt # : 008673701	Filing Fee:	$20.00
Payment-Credit Card - State Payment Center - CC #: 3867760705		$20.00

Regarding:	FIRST THINGS FIRST, INC.		
Filing Type:	Nonprofit Corporation - Domestic	Control # :	326637
Formation/Qualification Date:	03/06/1997	Date Formed:	03/06/1997
Status:	Active	Formation Locale:	TENNESSEE
Duration Term:	Perpetual	Inactive Date:	
Business County:	HAMILTON COUNTY		

CERTIFICATE OF EXISTENCE

I, Tre Hargett, Secretary of State of the State of Tennessee, do hereby certify that effective as of the issuance date noted above

FIRST THINGS FIRST, INC.

* is a Corporation duly incorporated under the law of this State with a date of incorporation and duration as given above;

* has paid all fees, interest, taxes and penalties owed to this State (as reflected in the records of the Secretary of State and the Department of Revenue) which affect the existence/authorization of the business;

* has filed the most recent annual report required with this office;

* has appointed a registered agent and registered office in this State;

* has not filed Articles of Dissolution or Articles of Termination. A decree of judicial dissolution has not been filed.

Tre Hargett
Secretary of State

Processed By: Cert Web User

Verification #: 065716017

FIRST THINGS FIRST, INC.

ANNUAL FINANCIAL REPORT

YEAR ENDED DECEMBER 31, 2021

JOHNSON, MURPHEY & WRIGHT, P.C.
CERTIFIED PUBLIC ACCOUNTANTS
CHATTANOOGA, TENNESSEE

I. INTRODUCTORY SECTION

FIRST THINGS FIRST, INC.
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December 31, 2021

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II. FINANCIAL SECTION

Certified Public Accountants

301 N. Market
Chattanooga, TN
37405

Office: 423-756-1170
Fax: 423-756-1436
www.jmw-cpa.com

Members
American Institute
of Certified
Public Accountants

Paul Johnson, III, CPA

Brian T. Wright, CPA

Karen Hutcherson, CPA

Marianne Greene, CPA

Stuart Johnson, CPA

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of
First Things First, Inc.

Opinion

We have audited the accompanying financial statements of First Things First, Inc., which comprise the Statement of Financial Position as of December 31, 2021, and the related Statements of Activities, Cash Flows, and Functional Expenses for the year then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of First Things First, Inc. as of December 31, 2021, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of First Things First, Inc. and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about First Things First, Inc.'s ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatements, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements, including omissions, are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgement made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgement and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of First Things First, Inc.'s internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgement, there are conditions or events, considered in the aggregate, that raise substantial doubt about First Things First, Inc.'s ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The Supplemental Information is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

Johnson, Murphey & Wright, P.C.

Chattanooga, Tennessee
May 6, 2022

FIRST THINGS FIRST, INC.
Statement of Financial Position
December 31, 2021

	Without Donor Restrictions
ASSETS	
Current assets	
Cash and cash equivalents	$ 270,578
Grants receivable	1,310
Prepaid expenses	8,051
Total current assets	279,939
Non-current assets	
Property and equipment - net	22,743
TOTAL ASSETS	$ 302,682
LIABILITIES AND NET ASSETS	
Liabilities	
Current liabilities	
Accounts payable	$ 35,231
Accrued liabilities	10,262
Note payable	123,213
Total current liabilities	168,706
Net assets	
Without donor restrictions	133,976
TOTAL LIABILITIES AND NET ASSETS	$ 302,682

The accompanying notes are an integral part of the financial statements.

FIRST THINGS FIRST, INC.
Statement of Activities
Year Ended December 31, 2021

	Without Donor Restrictions
REVENUES, GAINS AND OTHER SUPPORT	
Contributions and grants	$ 1,049,919
Event registrations and materials	11,255
PPP loan forgiveness	149,600
Rental income	60,578
Other revenues	56,899
Investment return, net	2,609
Total revenues, gains and other support	1,330,860
EXPENSES	
Program services	
Marriage initiative	605,063
Fathering initiative	130,675
Cross-cutting initiative	28,005
Parenting initiative	187,744
Other initiatives	52,889
Total program services	1,004,376
Supporting services	
Management and general	154,464
Fund-raising	146,401
Total supporting services	300,865
Total expenses	1,305,241
Change in net assets	25,619
Net assets - beginning	108,357
Net assets - end	$ 133,976

The accompanying notes are an integral part of the financial statements.

FIRST THINGS FIRST, INC.
Statement of Functional Expenses
Year Ended December 31, 2021

	Program Services					Supporting Services		
	Marriage Initiative	Fathering Initiative	Cross-cutting Initiative	Parenting Initiative	Other Initiatives	Management and General	Fund-Raising	Total
EXPENSES								
Salaries	$ 286,008	$ 72,763	$ 4,941	$ 118,853	$ -	$ 25,595	$ 93,579	$ 601,739
Payroll taxes	20,879	5,312	361	8,676	-	1,702	6,831	43,761
Employee benefits	36,896	9,387	637	15,333	-	3,302	12,072	77,627
Bank fees	-	-	-	-	-	1,169	-	1,169
Consulting fees	7,956	-	4,001	-	-	3,995	-	15,952
Contract labor	-	-	-	-	-	27,435	-	27,435
Depreciation	-	-	-	-	7,306	-	-	7,306
Dues and subscriptions	-	-	-	-	221	1,019	-	1,240
Events	385	3,877	-	2,940	70	29	7,284	14,585
Insurance	-	-	-	-	-	5,856	-	5,856
Internet and telephone	-	-	-	-	-	2,075	-	2,075
Miscellaneous	-	-	-	-	-	349	-	349
Office supplies and expenses	-	20	25	-	2,184	25,001	25	27,255
Postage and printing	3,903	3,687	1,194	2,403	8	876	9,848	21,919
Professional fees	-	-	-	-	-	35,195	-	35,195
Program development	232,417	16,803	417	23,110	26,342	-	-	299,089
Rent	16,429	16,429	16,429	16,429	16,430	16,429	16,429	115,004
Training and seminars	69	2,397	-	-	248	2,000	-	4,714
Travel and meals	121	-	-	-	80	2,437	333	2,971
Total expenses	$ 605,063	$ 130,675	$ 28,005	$ 187,744	$ 52,889	$ 154,464	$ 146,401	$ 1,305,241

The accompanying notes are an integral part of the financial statements.

FIRST THINGS FIRST, INC.
Statement of Cash Flows
Year Ended December 31, 2021

Cash Flows from Operating Activities	
Increase (decrease) in net assets	$ 25,619
Adjustments to reconcile change in net assets to net cash provided (used) by operating activities:	
Depreciation	7,306
Loan forgiveness	(149,600)
(Increase) decrease in account receivable	20,389
(Increase) decrease in grants receivable	1,234
(Increase) decrease in prepaid expenses	(4,618)
Increase (decrease) in accounts payable	8,039
Increase (decrease) in accrued liabilities	5,242
Net cash provided (used) by operating activities	(86,389)
Cash Flows from Non-capital Financing Activities	
Additions to note payable	123,213
Cash Flows from Investing Activities	
Proceeds from sales of investments	938
Purchase of equipment	(4,264)
Net cash provided (used) by investing activities	(3,326)
Net increase (decrease) in cash	33,498
Cash - beginning	237,080
Cash - end	$ 270,578

The accompanying notes are an integral part of the financial statements.

FIRST THINGS FIRST, INC.
Notes to Financial Statements
December 31, 2021

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies followed are described below to enhance the usefulness of the financial statements to the reader.

A. Nature of Activities

First Things First, Inc. is dedicated to strengthening families in the Chattanooga area. Its three goals are to lower the divorce rate, lower the rate of out-of-wedlock births, and increase father involvement in the lives of children. The Entity is a community resource that collaborates with and is supported by a broad cross-section of community organizations, groups, and individuals. Grants and donations provide the majority of the Entity's income.

B. Basis of Presentation - Net Asset Accounting

The Entity follows the recommendations of the Financial Accounting Standards Board (FASB) ASC 958-205-05-6. The Entity is required to report information regarding its financial position and activities according to two classes of net assets: net assets with donor restrictions and net assets without donor restrictions. Net assets without donor restrictions are available for use in general operations and are not subject to donor or grantor restrictions. The Board of Directors can designate, from net assets without donor restrictions, net assets for a specific purpose. The Entity reports contributions restricted by donors, including property and equipment, as increases in net assets without donor restrictions if the restrictions expire (that is, when a stipulated time restriction ends or purpose restriction is accomplished) in the reporting period in which the revenue is recognized. All other donor-restricted contributions are reported as increases in net assets with donor restrictions, depending on the nature of the restrictions. When a restriction expires, net assets with donor restrictions are classified to net assets without donor restrictions and reported in the Statement of Activities as net assets released from restrictions. At year-end, the Entity had no net assets with donor restrictions.

C. Basis of Accounting

The financial statements are prepared on the accrual basis of accounting and in accordance with the AICPA Audit and Accounting Guide, *Not-for-Profit Organizations*, and Financial Accounting Standards Board (FASB) ASC 958-205-05-6. The Entity recognizes contributions when cash, securities or other assets, an unconditional promise to give, or notification of a beneficial interest is received. Conditional promises to give, that is, those with a measurable performance or other barrier, and a right of return, are not recognized until the conditions on which they depend have been substantially met.

The Entity follows FASB ASC Topic 606, *Revenue from Contracts with Customers*, which establishes a contract and control-based revenue recognition model, a basis for deciding when revenue is recognized over time or at a point in time, and expands disclosures about revenue.

D. Cash and Cash Equivalents

For purposes of the Statement of Cash Flows, the Entity considers all unrestricted highly liquid investments purchased with a maturity date of three months or less to be cash equivalents.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

E. Investments

Investments are carried at fair value, determined based on quoted market prices or estimated values provided by external investment managers or other sources. Realized and unrealized gains and losses are reflected within investment return, net, in the Statement of Activities. Donated investments are reflected as contributions at their market value at the date of receipt. In accordance with FASB 958-225-45-6, investment gains and income whose restrictions are met in the same reporting period are reported as support in net assets without donor restrictions. At year-end, the Entity had no investments.

F. Fair Value Measurement

The Entity adopted the provisions of ASC 820-10-50 applicable to financial assets and liabilities, as well as for other non-financial assets and liabilities that are carried at fair value on a recurring basis. Adoption of the provisions of ASC 820-10-50 did not have an impact on the measurement of the Entity's financial assets and liabilities.

G. Prepayment of Expenses

Expenses extending over more than one accounting period are allocated between accounting periods and reported as an expense of the period in which they relate.

H. Promises to Give

Unconditional promises to give that are expected to be collected within one year are recorded at net realizable value. Unconditional promises to give that are expected to be collected in future years are recorded at fair value, which is measured as the present value of their future cash flows. The discounts on those amounts are computed using risk-adjusted interest rates applicable to the years in which the promises are received. Amortization of the discounts is included in contribution revenue. Conditional promises to give are not included as support until the conditions are substantially met. At year-end, there were no promises to give.

I. Inventory

Supplies are expensed when they are purchased, therefore, no inventory is maintained.

J. Property and Equipment

Property and equipment are valued at cost, if purchased, or fair value if contributed. The expenses for equipment in excess of $1,000 are capitalized. Minor repairs and maintenance are expensed as incurred and additions and improvements that significantly extend the life of assets are depreciated over the remaining useful lives of the related fixed asset. At the time that assets are retired or disposed of, costs and accumulated depreciation are eliminated from the related accounts and gain or loss, if any, is credited or charged to income. Depreciation is computed on the straight-line method over the estimated useful lives of the assets as follows:

Building improvements	11 years
Computers	5 years
Furniture	5-7 years

K. Compensated Absences

Employees may carry forward up to one week of vacation into the next year. It is the Entity's policy to accrue this vacation leave for the future benefit of its employees. This accrual is recorded as a liability in the Statement of Financial Position.

L. Unearned Revenues

The Entity had no unearned revenues received prior to year-end for the following year.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

M. Valuation of Donated Services

The Entity depends upon the services donated by its board members, supporters and volunteers to carry out many of its internal operations. The Entity follows the recommendations of FASB ASC 958-605-25-16 in reporting contributed services. Contributions of services are recognized as revenue and expenses if the services received create or enhance non-financial assets, require specialized skills that are provided by individuals possessing those skills, and would typically need to be purchased if not provided by donation. Other contributed services that do not meet the above criteria are not recognized. The services donated do not meet the criteria, which would require recognition of their value in the financial statements.

N. Methods Used for Allocation of Expenses Among Functions

The financial statements report certain categories of expenses that are attributable to more than one program or supporting function. Therefore, these expenses require allocation on a reasonable basis that is consistently applied. The expenses that are allocated include salaries, payroll taxes and employee benefits, which are allocated on the basis of estimates of time and effort.

O. Description of Program and Supporting Services

Initiatives

Dedicated to marriage, fathering, cross-cutting, parenting, and other initiatives.

Management and General

Includes the functions necessary to ensure an adequate working environment; provide coordination and articulation of the Entity's programs; and manage the functioning of the Board of Directors and financial and budgetary responsibilities.

Fund-raising

Provides the structure necessary to encourage and secure financial support from individuals, foundations and corporations.

P. Advertising

Advertising costs are expensed as incurred.

Q. Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

R. Uncertain Tax Position

The Entity accounts for the effect of any uncertain tax positions based on a more likely than not threshold to the recognition of the tax positions being sustained based on the technical merits of the position under examination by the applicable taxing authority. If a tax position or positions are deemed to result in uncertainties of those positions, the unrecognized tax benefits are estimated based on the cumulative probability assessment that aggregates the estimated tax liability for all uncertain tax positions. Tax positions for the Entity include, but are not limited to, the tax-exempt status and determination of whether income is subject to unrelated business income tax. Based on its evaluation, the Entity has concluded that there are no significant uncertain tax positions requiring recognition in its financial statements. The Entity's evaluation was performed for tax years ended December 31, 2018 through December 31, 2021, for Federal income tax, the years that remain subject to examination by major jurisdictions as of December 31, 2021.

S. Non-profit Entity

The Entity is a not-for-profit corporation as described in Section 501(c)(3) of the Internal Revenue Code and is exempt from Federal income taxes on related income pursuant to Section 501 of the Code.

T. Events Occurring after Reporting Date

The Entity has evaluated events and transactions that occurred between December 31, 2021, and May 6, 2022, which is the date that the financial statements were available to be issued, for possible recognition or disclosure in the financial statements.

NOTE 2 - LIQUIDITY AND AVAILABILITY OF FINANCIAL ASSETS

The Entity's financial assets available within one year of the balance sheet date for general expenditures are as follows:

Cash and cash equivalents	$ 270,578
Grants receivable	1,310
Financial assets available to meet cash needs for general expenditures within one year	$ 271,888

As part of the Entity's liquidity management, it has a policy to structure its financial assets to be available as its general expenditures, liabilities and other obligations come due. The Entity maintains resources to meet any donor-imposed restrictions, which makes those resources unavailable for general expenditures. In addition, the Entity invests cash in excess of daily requirements in short-term investments. To help manage unanticipated liquidity needs, the Entity has a committed line-of-credit in the amount of $50,000, which it could draw upon. None of the financial assets are subject to donor or other contractual restrictions that make them unavailable for general expenditure within one year of the balance sheet date.

NOTE 2 - LIQUIDITY AND AVAILABILITY OF FINANCIAL ASSETS (Continued)

The Entity may receive contributions and promises to give that are restricted by donors, and considers contributions restricted for programs that are ongoing, major and central to its annual operations to be available to meet cash needs for general expenditures. The Entity manages its liquidity and reserves following three guiding principles: operating within a prudent range of financial soundness and stability, maintaining adequate liquid assets to fund near-term operating needs and maintaining sufficient reserves to provide reasonable assurance that long-term obligations will be discharged. The Entity has a liquidity policy to maintain current financial assets less current liabilities at a minimum of 30 days of operating expenses. The Entity has a policy to target a year-end balance of reserves without donor-imposed restrictions to meet 15 to 30 days of expected expenditures. To achieve these targets, the Entity forecasts its future cash flows, monitors its liquidity quarterly and monitors its reserves annually. During the year, the level of liquidity and reserves was managed within the policy requirements.

NOTE 3 - CASH AND CASH EQUIVALENTS

Cash and cash equivalents consist of the following:

Checking accounts	$ 199,145
Cash equivalents	71,433
Total	$ 270,578

At year-end, the carrying amount of cash was $270,578 and the bank balance was $204,373. The entire bank balance was covered by federal depository insurance.

NOTE 4 - GRANTS RECEIVABLE

At year-end, grants receivable consisted of $1,310 from the Child Support Noncustodial Parent Employment Demonstration.

NOTE 5 - PROPERTY AND EQUIPMENT - NET

Changes in the fixed assets for the year ended December 31, 2021, were as follows:

	Balance 12-31-20	Additions	Deletions	Balance 12-31-21
Building improvements	$ 23,087	$ -	$ -	$ 23,087
Computers	21,575	4,264	(11,889)	13,950
Furniture	5,457	-	-	5,457
	50,119	4,264	(11,889)	42,494
Accumulated depreciation	(24,334)	(7,306)	11,889	(19,751)
Total	$ 25,785	$ (3,042)	$ -	$ 22,743

Depreciation expense for the year ended December 31, 2021, was $7,306.

NOTE 6 - NOTE PAYABLE

During the year, the Entity received a Paycheck Protection Program loan for $123,213. This loan is expected to be forgiven in the next fiscal year.

NOTE 7 - LINE-OF-CREDIT

The Entity had secured a $50,000 line-of-credit through SmartBank with a 4.45% interest rate. At year-end, no amounts were drawn on this line.

NOTE 8 - LEASES

The Entity leases its administrative office space and various office equipment under operating lease agreements with varying terms. Lease expense for the office space was $115,004 for the year and office equipment leases totaled $3,783. The minimum rental payments required under the leases are as follows:

Year Ending December 31,	Minimum Requirements
2022	$ 114,924
2023	116,580
2024	85,680
Total	$ 317,184

NOTE 9 - COMMERCIAL INSURANCE

It is the policy of the Entity to purchase commercial insurance for the risks of losses to which it is exposed. These risks include general liability, property and casualty and worker's compensation. Settled claims have not exceeded this commercial coverage in any of the past three fiscal years.

SUPPLEMENTAL INFORMATION

FIRST THINGS FIRST, INC.
Comparative Schedule of Financial Position
December 31, 2021 and 2020

	2021	2020
ASSETS		
Current assets		
Cash and cash equivalents	$ 270,578	$ 237,080
Investments	-	938
Accounts receivable	-	20,389
Grants receivable	1,310	2,544
Prepaid expenses	8,051	3,433
Total current assets	279,939	264,384
Non-current assets		
Property and equipment - net	22,743	25,785
TOTAL ASSETS	$ 302,682	$ 290,169
LIABILITIES AND NET ASSETS		
Liabilities		
Current liabilities		
Accounts payable	$ 35,231	$ 27,192
Accrued liabilities	10,262	5,020
Note payable	123,213	149,600
Total current liabilities	168,706	181,812
Net assets		
Without donor restrictions	133,976	108,357
TOTAL LIABILITIES AND NET ASSETS	$ 302,682	$ 290,169

FIRST THINGS FIRST, INC.
Comparative Schedule of Activities
Years Ended December 31, 2021 and 2020

	2021	2020
REVENUES, GAINS AND OTHER SUPPORT		
Contributions and grants	$ 1,049,919	$ 1,181,414
Event registrations and materials	11,255	51,579
PPP loan forgiveness	149,600	-
Rental income	60,578	-
Other revenues	56,899	13,190
Investment return, net	2,609	359
Total revenues, gains and other support	1,330,860	1,246,542
EXPENSES		
Program services		
Marriage initiative	605,063	358,897
Fathering initiative	130,675	135,930
Cross-cutting initiative	28,005	176,782
Parenting initiative	187,744	241,496
Teen education	-	74,992
Other initiatives	52,889	42,019
Total program services	1,004,376	1,030,116
Supporting services		
Management and general	154,464	138,271
Fund-raising	146,401	135,786
Total supporting services	300,865	274,057
Total expenses	1,305,241	1,304,173
Change in net assets	25,619	(57,631)
Net assets - beginning	108,357	165,988
Net assets - end	$ 133,976	$ 108,357

FIRST THINGS FIRST, INC.
Comparative Schedule of Functional Expenses
Years Ended December 31, 2021 and 2020

	Program Services					Supporting Services			
	Marriage Initiative	Fathering Initiative	Cross-cutting Initiative	Parenting Initiative	Other Initiatives	Management and General	Fund-Raising	2021	2020
EXPENSES									
Salaries	$ 286,008	$ 72,763	$ 4,941	$ 118,853	$ -	$ 25,595	$ 93,579	$ 601,739	$ 676,502
Payroll taxes	20,879	5,312	361	8,676	-	1,702	6,831	43,761	50,951
Employee benefits	36,896	9,387	637	15,333	-	3,302	12,072	77,627	87,870
Bank fees	-	-	-	-	-	1,169	-	1,169	1,111
Consulting fees	7,956	-	4,001	-	-	3,995	-	15,952	6,800
Contract labor	-	-	-	-	-	27,435	-	27,435	1,388
Depreciation	-	-	-	-	7,306	-	-	7,306	6,879
Dues and subscriptions	-	-	-	-	221	1,019	-	1,240	2,035
Educational supplies and expenses	-	-	-	-	-	-	-	-	386
Events	385	3,877	-	2,940	70	29	7,284	14,585	50,002
Insurance	-	-	-	-	-	5,856	-	5,856	6,120
Internet and telephone	-	-	-	-	-	2,075	-	2,075	2,557
Miscellaneous	-	-	-	-	-	349	-	349	84
Office supplies and expenses	-	20	25	-	2,184	25,001	25	27,255	28,045
Postage and printing	3,903	3,687	1,194	2,403	8	876	9,848	21,919	26,884
Professional fees	-	-	-	-	-	35,195	-	35,195	30,434
Program development	232,417	16,803	417	23,110	26,342	-	-	299,089	199,325
Rent	16,429	16,429	16,429	16,429	16,430	16,429	16,429	115,004	116,905
Training and seminars	69	2,397	-	-	248	2,000	-	4,714	2,770
Travel and meals	121	-	-	-	80	2,437	333	2,971	7,125
Total expenses	$ 605,063	$ 130,675	$ 28,005	$ 187,744	$ 52,889	$ 154,464	$ 146,401	$ 1,305,241	$ 1,304,173

FIRST THINGS FIRST, INC.

ANNUAL FINANCIAL REPORT

YEAR ENDED DECEMBER 31, 2022

JOHNSON, MURPHEY & WRIGHT, P.C.
CERTIFIED PUBLIC ACCOUNTANTS
CHATTANOOGA, TENNESSEE

I. INTRODUCTORY SECTION

FIRST THINGS FIRST, INC.
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December 31, 2022

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II. FINANCIAL SECTION

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Paul Johnson, III, CPA

Brian T. Wright, CPA

Marianne Greene, CPA

Stuart Johnson, CPA

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of
First Things First, Inc.

Opinion
We have audited the accompanying financial statements of First Things First, Inc., which comprise the Statement of Financial Position as of December 31, 2022, and the related Statements of Activities, Cash Flows, and Functional Expenses for the year then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of First Things First, Inc. as of December 31, 2022, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion
We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of First Things First, Inc. and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements
Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about First Things First, Inc.'s ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatements, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements, including omissions, are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgement made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgement and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of First Things First, Inc.'s internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgement, there are conditions or events, considered in the aggregate, that raise substantial doubt about First Things First, Inc.'s ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The Supplemental Information is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

Johnson, Murphey & Wright, P.C.

Chattanooga, Tennessee
April 24, 2023

FIRST THINGS FIRST, INC.
Statement of Financial Position
December 31, 2022

	Without Donor Restrictions
ASSETS	
Current assets	
Cash and cash equivalents	$ 217,215
Pledges receivable	7,943
Right of use asset	107,195
Total current assets	332,353
Non-current assets	
Right of use asset	83,195
Property and equipment - net	25,151
Total non-current liabilities	108,346
TOTAL ASSETS	$ 440,699
LIABILITIES AND NET ASSETS	
Liabilities	
Current liabilities	
Accounts payable	$ 27,796
Accrued liabilities	12,984
Lease liability	107,195
Total current liabilities	147,975
Non-current liabilities	
Lease liability	83,195
Total liabilities	231,170
Net assets	
Without donor restrictions	209,529
TOTAL LIABILITIES AND NET ASSETS	$ 440,699

The accompanying notes are an integral part of the financial statements.

FIRST THINGS FIRST, INC.
Statement of Activities
Year Ended December 31, 2022

	Without Donor Restrictions
REVENUES, GAINS AND OTHER SUPPORT	
Contributions and grants	$ 1,327,784
Event registrations and materials	3,751
PPP loan forgiveness	123,213
Rental income	103,848
Other revenues	14,049
Investment return, net	(111)
Total revenues, gains and other support	1,572,534
EXPENSES	
Program services	
Marriage initiative	632,485
Fathering initiative	202,533
Cross-cutting initiative	18,489
Parenting initiative	320,598
Other initiatives	32,156
Total program services	1,206,261
Supporting services	
Management and general	154,187
Fund-raising	136,533
Total supporting services	290,720
Total expenses	1,496,981
Change in net assets	75,553
Net assets - beginning	133,976
Net assets - end	$ 209,529

The accompanying notes are an integral part of the financial statements.

FIRST THINGS FIRST, INC.
Statement of Functional Expenses
Year Ended December 31, 2022

	Program Services					Supporting Services		
	Marriage Initiative	Fathering Initiative	Cross-cutting Initiative	Parenting Initiative	Other Initiatives	Management and General	Fund-Raising	Total
EXPENSES								
Salaries	$ 311,490	$ 83,356	$ -	$ 168,704	$ 3,081	$ 57,976	$ 86,106	$ 710,713
Payroll taxes	21,815	6,085	-	11,392	-	5,188	6,286	50,766
Employee benefits	31,671	8,638	-	16,555	-	12,059	9,357	78,280
Bank fees	-	-	-	-	-	1,584	-	1,584
Consulting fees	37,172	8,062	16,814	9,637	-	8,250	-	79,935
Contract labor	170	170	-	160	-	1,605	-	2,105
Depreciation	-	-	-	-	5,963	-	-	5,963
Dues and subscriptions	60	-	328	-	-	2,287	-	2,675
Events	2,446	8,237	75	13,489	5,517	1,022	22,589	53,375
Insurance	-	-	-	176	-	8,539	176	8,891
Internet and telephone	-	-	-	-	-	2,210	-	2,210
Miscellaneous	-	-	-	-	-	80	-	80
Office supplies and expenses	9,152	4,759	290	4,962	3,382	10,092	-	32,637
Postage and printing	2,187	6,634	318	13,121	338	768	11,785	35,151
Professional fees	563	-	-	563	-	35,876	-	37,002
Program development	165,894	30,746	-	35,888	9,939	1,339	-	243,806
Rent	40,814	40,814	-	40,814	-	-	-	122,442
Training and seminars	7,836	4,435	-	4,011	512	290	-	17,084
Travel and meals	1,215	597	664	1,126	3,424	5,022	234	12,282
Total expenses	$ 632,485	$ 202,533	$ 18,489	$ 320,598	$ 32,156	$ 154,187	$ 136,533	$ 1,496,981

The accompanying notes are an integral part of the financial statements.

FIRST THINGS FIRST, INC.
Statement of Cash Flows
Year Ended December 31, 2022

Cash Flows from Operating Activities	
Increase (decrease) in net assets	$ 75,553
Adjustments to reconcile change in net assets to net cash provided (used) by operating activities:	
Depreciation	5,963
Loan forgiveness	(123,213)
Change in carrying amount of right of use asset	(190,390)
(Increase) decrease in pledges receivable	(7,943)
(Increase) decrease in grants receivable	1,310
(Increase) decrease in prepaid expenses	8,051
Increase (decrease) in accounts payable	(7,435)
Increase (decrease) in accrued liabilities	2,722
Increase (decrease) in lease liability	190,390
Net cash provided (used) by operating activities	(44,992)
Cash Flows from Investing Activities	
Purchase of equipment	(8,371)
Net increase (decrease) in cash	(53,363)
Cash - beginning	270,578
Cash - end	$ 217,215

The accompanying notes are an integral part of the financial statements.

FIRST THINGS FIRST, INC.
Notes to Financial Statements
December 31, 2022

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies followed are described below to enhance the usefulness of the financial statements to the reader.

A. Nature of Activities

First Things First, Inc. is dedicated to strengthening families in the Chattanooga area. Its three goals are to lower the divorce rate, lower the rate of out-of-wedlock births, and increase father involvement in the lives of children. The Entity is a community resource that collaborates with and is supported by a broad cross-section of community organizations, groups, and individuals. Grants and donations provide the majority of the Entity's income.

B. Basis of Presentation - Net Asset Accounting

The Entity follows the recommendations of the Financial Accounting Standards Board (FASB) ASC 958-205-05-6. The Entity is required to report information regarding its financial position and activities according to two classes of net assets: net assets with donor restrictions and net assets without donor restrictions. Net assets without donor restrictions are available for use in general operations and are not subject to donor or grantor restrictions. The Board of Directors can designate, from net assets without donor restrictions, net assets for a specific purpose. The Entity reports contributions restricted by donors, including property and equipment, as increases in net assets without donor restrictions if the restrictions expire (that is, when a stipulated time restriction ends or purpose restriction is accomplished) in the reporting period in which the revenue is recognized. All other donor-restricted contributions are reported as increases in net assets with donor restrictions, depending on the nature of the restrictions. When a restriction expires, net assets with donor restrictions are classified to net assets without donor restrictions and reported in the Statement of Activities as net assets released from restrictions. At year-end, the Entity had no net assets with donor restrictions.

C. Basis of Accounting

The financial statements are prepared on the accrual basis of accounting and in accordance with the AICPA Audit and Accounting Guide, *Not-for-Profit Organizations*, and Financial Accounting Standards Board (FASB) ASC 958-205-05-6. The Entity recognizes contributions when cash, securities or other assets, an unconditional promise to give, or notification of a beneficial interest is received. Conditional promises to give, that is, those with a measurable performance or other barrier, and a right of return, are not recognized until the conditions on which they depend have been substantially met.

The Entity follows FASB ASC Topic 606, *Revenue from Contracts with Customers*, which establishes a contract and control-based revenue recognition model, a basis for deciding when revenue is recognized over time or at a point in time, and expands disclosures about revenue.

D. Cash and Cash Equivalents

For purposes of the Statement of Cash Flows, the Entity considers all unrestricted highly liquid investments purchased with a maturity date of three months or less to be cash equivalents.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

E. Investments

Investments are carried at fair value, determined based on quoted market prices or estimated values provided by external investment managers or other sources. Realized and unrealized gains and losses are reflected within investment return, net, in the Statement of Activities. Donated investments are reflected as contributions at their market value at the date of receipt. In accordance with FASB 958-225-45-6, investment gains and income whose restrictions are met in the same reporting period are reported as support in net assets without donor restrictions. At year-end, the Entity had no investments.

F. Fair Value Measurement

The Entity adopted the provisions of ASC 820-10-50 applicable to financial assets and liabilities, as well as for other non-financial assets and liabilities that are carried at fair value on a recurring basis. Adoption of the provisions of ASC 820-10-50 did not have an impact on the measurement of the Entity's financial assets and liabilities.

G. Prepayment of Expenses

Expenses extending over more than one accounting period are allocated between accounting periods and reported as an expense of the period in which they relate.

H. Promises to Give

Unconditional promises to give that are expected to be collected within one year are recorded at net realizable value. Unconditional promises to give that are expected to be collected in future years are recorded at fair value, which is measured as the present value of their future cash flows. The discounts on those amounts are computed using risk-adjusted interest rates applicable to the years in which the promises are received. Amortization of the discounts is included in contribution revenue. Conditional promises to give are not included as support until the conditions are substantially met.

I. Inventory

Supplies are expensed when they are purchased, therefore, no inventory is maintained.

J. Leases

The Entity has adopted Accounting Standards Update (ASU) No. 2016-02, *Leases*, which requires lessees to recognize leases on the Statement of Financial Position and disclose key information about leasing arrangements.

K. Property and Equipment

Property and equipment are valued at cost, if purchased, or fair value if contributed. The expenses for equipment in excess of $1,000 are capitalized. Minor repairs and maintenance are expensed as incurred and additions and improvements that significantly extend the life of assets are depreciated over the remaining useful lives of the related fixed asset. At the time that assets are retired or disposed of, costs and accumulated depreciation are eliminated from the related accounts and gain or loss, if any, is credited or charged to income. Depreciation is computed on the straight-line method over the estimated useful lives of the assets as follows:

Building improvements	11 years
Computers	5 years
Furniture	5-7 years

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

L. Compensated Absences

Employees may carry forward up to one week of vacation into the next year. It is the Entity's policy to accrue this vacation leave for the future benefit of its employees. This accrual is recorded as a liability in the Statement of Financial Position.

M. Unearned Revenues

The Entity had no unearned revenues received prior to year-end for the following year.

N. In-kind Contributions

Contributed nonfinancial assets, including donated professional services, donated equipment, and other in-kind contributions, are recorded at the fair value of the goods or services received. The Entity does not sell donated gifts-in-kind. In addition to contributed nonfinancial assets, volunteers contribute significant amounts of time to program and supporting services; however, the financial statements do not reflect the value of these contributed services because they do not meet recognition criteria prescribed by generally accepted accounting principles. Contributed goods are recorded at fair value at the date of donation. No significant contributions of such goods or services were received during the year.

O. Methods Used for Allocation of Expenses Among Functions

The financial statements report certain categories of expenses that are attributable to more than one program or supporting function. Therefore, these expenses require allocation on a reasonable basis that is consistently applied. The expenses that are allocated include salaries, payroll taxes and employee benefits, which are allocated on the basis of estimates of time and effort.

P. Description of Program and Supporting Services

Initiatives

Dedicated to marriage, fathering, cross-cutting, parenting, and other initiatives.

Management and General

Includes the functions necessary to ensure an adequate working environment; provide coordination and articulation of the Entity's programs; and manage the functioning of the Board of Directors and financial and budgetary responsibilities.

Fund-raising

Provides the structure necessary to encourage and secure financial support from individuals, foundations, and corporations.

Q. Advertising

Advertising costs are expensed as incurred.

R. Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

S. Uncertain Tax Position

The Entity accounts for the effect of any uncertain tax positions based on a more likely than not threshold to the recognition of the tax positions being sustained based on the technical merits of the position under examination by the applicable taxing authority. If a tax position or positions are deemed to result in uncertainties of those positions, the unrecognized tax benefits are estimated based on the cumulative probability assessment that aggregates the estimated tax liability for all uncertain tax positions. Tax positions for the Entity include, but are not limited to, the tax-exempt status and determination of whether income is subject to unrelated business income tax. Based on its evaluation, the Entity has concluded that there are no significant uncertain tax positions requiring recognition in its financial statements. The Entity's evaluation was performed for tax years ended December 31, 2019 through December 31, 2022, for Federal income tax, the years that remain subject to examination by major jurisdictions as of December 31, 2022.

T. Non-profit Entity

The Entity is a not-for-profit corporation as described in Section 501(c)(3) of the Internal Revenue Code and is exempt from Federal income taxes on related income pursuant to Section 501 of the Code.

U. Events Occurring after Reporting Date

The Entity has evaluated events and transactions that occurred between December 31, 2022, and April 24, 2023, which is the date that the financial statements were available to be issued, for possible recognition or disclosure in the financial statements.

NOTE 2 - LIQUIDITY AND AVAILABILITY OF FINANCIAL ASSETS

The Entity's financial assets available within one year of the balance sheet date for general expenditures are as follows:

Cash and cash equivalents	$ 217,215
Pledges receivable	7,943
Financial assets available to meet cash needs for general expenditures within one year	$ 225,158

As part of the Entity's liquidity management, it has a policy to structure its financial assets to be available as its general expenditures, liabilities and other obligations come due. The Entity maintains resources to meet any donor-imposed restrictions, which makes those resources unavailable for general expenditures. In addition, the Entity invests cash in excess of daily requirements in short-term investments. To help manage unanticipated liquidity needs, the Entity has a committed line-of-credit in the amount of $50,000, which it could draw upon. None of the financial assets are subject to donor or other contractual restrictions that make them unavailable for general expenditure within one year of the balance sheet date. The contributions receivable are subject to implied time restrictions but are expected to be collected within one year.

NOTE 2 - LIQUIDITY AND AVAILABILITY OF FINANCIAL ASSETS (Continued)

The Entity may receive contributions and promises to give that are restricted by donors, and considers contributions restricted for programs that are ongoing, major and central to its annual operations to be available to meet cash needs for general expenditures. The Entity manages its liquidity and reserves following three guiding principles: operating within a prudent range of financial soundness and stability, maintaining adequate liquid assets to fund near-term operating needs and maintaining sufficient reserves to provide reasonable assurance that long-term obligations will be discharged.

NOTE 3 - CASH AND CASH EQUIVALENTS

Cash and cash equivalents consist of the following:

Checking accounts	$ 217,207
Cash equivalents	8
Total	$ 217,215

At year-end, the carrying amount of cash was $217,215 and the bank balance was $228,692. The entire bank balance was covered by federal depository insurance.

NOTE 4 - PROPERTY AND EQUIPMENT - NET

Changes in the fixed assets for the year ended December 31, 2022, were as follows:

	Balance 12-31-21	Additions	Deletions	Balance 12-31-22
Building improvements	$ 23,087	$ -	$ -	$ 23,087
Computers	13,950	8,371	(2,686)	19,635
Furniture	5,457	-	-	5,457
	42,494	8,371	(2,686)	48,179
Accumulated depreciation	(19,751)	(5,963)	2,686	(23,028)
Total	$ 22,743	$ 2,408	$ -	$ 25,151

Depreciation expense for the year ended December 31, 2022, was $5,963.

NOTE 5 - LINE-OF-CREDIT

The Entity had secured a $50,000 line-of-credit through SmartBank with a variable interest rate. At year-end, the interest rate was 8.95% and no amounts were drawn on the line.

NOTE 6 - OPERATING LEASE

The Entity leases office space under a long-term non-cancelable operating lease agreement. The lease expires September 30, 2024. The lease will not be renewed. A 3.99% discount rate has been used to determine the right of use asset and lease liability. The future minimum lease payments under this lease are as follows:

Year Ending December 31,	
2023	$ 116,580
2024	85,680
Total future minimum lease payments	202,260
Less interest	(11,870)
Total	$ 190,390
Reported as of December 31, 2022	
Current lease liability	$ 107,195
Non-current lease liability	83,195
Total	$ 190,390

The Entity has a short-term sublease for this office space and received $103,848 in rental income for the year. No reporting adjustments are required for a short-term lease agreement.

Lease expense related to the operating lease totaled $122,442 for the year ended December 31, 2022.

NOTE 7 - COMMERCIAL INSURANCE

It is the policy of the Entity to purchase commercial insurance for the risks of losses to which it is exposed. These risks include general liability, property and casualty and worker's compensation. Settled claims have not exceeded this commercial coverage in any of the past three fiscal years.

SUPPLEMENTAL INFORMATION

FIRST THINGS FIRST, INC.
Comparative Schedule of Financial Position
December 31, 2022 and 2021

	2022	2021
ASSETS		
Current assets		
Cash and cash equivalents	$ 217,215	$ 270,578
Grants receivable	-	1,310
Pledges receivable	7,943	-
Prepaid expenses	-	8,051
Right of use asset	107,195	-
Total current assets	332,353	279,939
Non-current assets		
Right of use asset	83,195	-
Property and equipment - net	25,151	22,743
Total non-current liabilities	108,346	22,743
TOTAL ASSETS	$ 440,699	$ 302,682
LIABILITIES AND NET ASSETS		
Liabilities		
Current liabilities		
Accounts payable	$ 27,796	$ 35,231
Accrued liabilities	12,984	10,262
Note payable	-	123,213
Lease liability	107,195	-
Total current liabilities	147,975	168,706
Non-current liabilities		
Lease liability	83,195	-
Total liabilities	231,170	168,706
Net assets		
Without donor restrictions	209,529	133,976
TOTAL LIABILITIES AND NET ASSETS	$ 440,699	$ 302,682

FIRST THINGS FIRST, INC.
Comparative Schedule of Activities
Years Ended December 31, 2022 and 2021

	2022	2021
REVENUES, GAINS AND OTHER SUPPORT		
Contributions and grants	$ 1,327,784	$ 1,049,919
Event registrations and materials	3,751	11,255
PPP loan forgiveness	123,213	149,600
Rental income	103,848	60,578
Other revenues	14,049	56,899
Investment return, net	(111)	2,609
Total revenues, gains and other support	1,572,534	1,330,860
EXPENSES		
Program services		
Marriage initiative	632,485	605,063
Fathering initiative	202,533	130,675
Cross-cutting initiative	18,489	28,005
Parenting initiative	320,598	187,744
Other initiatives	32,156	52,889
Total program services	1,206,261	1,004,376
Supporting services		
Management and general	154,187	154,464
Fund-raising	136,533	146,401
Total supporting services	290,720	300,865
Total expenses	1,496,981	1,305,241
Change in net assets	75,553	25,619
Net assets - beginning	133,976	108,357
Net assets - end	$ 209,529	$ 133,976

FIRST THINGS FIRST, INC.
Comparative Schedule of Functional Expenses
Years Ended December 31, 2022 and 2021

	Program Services					Supporting Services			
	Marriage Initiative	Fathering Initiative	Cross-cutting Initiative	Parenting Initiative	Other Initiatives	Management and General	Fund-Raising	2022	2021
EXPENSES									
Salaries	$ 311,490	$ 83,356	$ -	$ 168,704	$ 3,081	$ 57,976	$ 86,106	$ 710,713	$ 601,739
Payroll taxes	21,815	6,085	-	11,392	-	5,188	6,286	50,766	43,761
Employee benefits	31,671	8,638	-	16,555	-	12,059	9,357	78,280	77,627
Bank fees	-	-	-	-	-	1,584	-	1,584	1,169
Consulting fees	37,172	8,062	16,814	9,637	-	8,250	-	79,935	15,952
Contract labor	170	170	-	160	-	1,605	-	2,105	27,435
Depreciation	-	-	-	-	5,963	-	-	5,963	7,306
Dues and subscriptions	60	-	328	-	-	2,287	-	2,675	1,240
Events	2,446	8,237	75	13,489	5,517	1,022	22,589	53,375	14,585
Insurance	-	-	-	176	-	8,539	176	8,891	5,856
Internet and telephone	-	-	-	-	-	2,210	-	2,210	2,075
Miscellaneous	-	-	-	-	-	80	-	80	349
Office supplies and expenses	9,152	4,759	290	4,962	3,382	10,092	-	32,637	27,255
Postage and printing	2,187	6,634	318	13,121	338	768	11,785	35,151	21,919
Professional fees	563	-	-	563	-	35,876	-	37,002	35,195
Program development	165,894	30,746	-	35,888	9,939	1,339	-	243,806	299,089
Rent	40,814	40,814	-	40,814	-	-	-	122,442	115,004
Training and seminars	7,836	4,435	-	4,011	512	290	-	17,084	4,714
Travel and meals	1,215	597	664	1,126	3,424	5,022	234	12,282	2,971
Total expenses	$ 632,485	$ 202,533	$ 18,489	$ 320,598	$ 32,156	$ 154,187	$ 136,533	$ 1,496,981	$ 1,305,241

EXTENDED TO NOVEMBER 15, 2021

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 for instructions and the latest information.

OMB No. 1545-0047

2020

Open to Public Inspection

A For the 2020 calendar year, or tax year beginning and ending

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

C Name of organization: FIRST THINGS FIRST, INC.

Doing business as

Number and street (or P.O. box if mail is not delivered to street address): 620 LINDSAY STREET, STE 100 | Room/suite

City or town, state or province, country, and ZIP or foreign postal code: CHATTANOOGA, TN 37403

D Employer identification number: 62-1678048

E Telephone number: (423)267-5383

G Gross receipts $ 1,246,592.

F Name and address of principal officer: LAUREN HALL
SAME AS C ABOVE

H(a) Is this a group return for subordinates? [ ] Yes [X] No

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

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

J Website: ▶ WWW.FIRSTTHINGS.ORG

H(c) Group exemption number ▶

K Form of organization: [X] Corporation [ ] Trust [ ] Association [ ] Other ▶

L Year of formation: 1997 **M** State of legal domicile: TN

Part I Summary

Activities & Governance

1 Briefly describe the organization's mission or most significant activities: FIRST THINGS FIRST IS DEDICATED TO STRENGTHENING FAMILIES IN HAMILTON COUNTY, TN AND ACROSS THE

2 Check this box ▶ [ ] if the organization discontinued its operations or disposed of more than 25% of its net assets.

3	Number of voting members of the governing body (Part VI, line 1a)	3	27
4	Number of independent voting members of the governing body (Part VI, line 1b)	4	26
5	Total number of individuals employed in calendar year 2020 (Part V, line 2a)	5	15
6	Total number of volunteers (estimate if necessary)	6	0
7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	0.
b	Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	0.

			Prior Year	Current Year
Revenue	8	Contributions and grants (Part VIII, line 1h)	1,510,826.	1,181,414.
	9	Program service revenue (Part VIII, line 2g)	104,063.	64,769.
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	191.	409.
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	-40,638.	0.
	12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	1,574,442.	1,246,592.
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	0.	0.
	14	Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	864,482.	815,323.
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	0.	0.
	b	Total fundraising expenses (Part IX, column (D), line 25) ▶ 135,786.		
	17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	709,280.	488,850.
	18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	1,573,762.	1,304,173.
	19	Revenue less expenses. Subtract line 18 from line 12	680.	-57,581.
			Beginning of Current Year	**End of Year**
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	211,180.	290,169.
	21	Total liabilities (Part X, line 26)	45,192.	181,812.
	22	Net assets or fund balances. Subtract line 21 from line 20	165,988.	108,357.

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

▶ LAUREN HALL, INTERIM PRESIDENT
Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name	Preparer's signature	Date	Check [ ] if self-employed	PTIN
PAUL JOHNSON III, CPA				P00932002

Firm's name ▶ JOHNSON, MURPHEY & WRIGHT, P.C. | Firm's EIN ▶ 62-1093134

Firm's address ▶ 301 NORTH MARKET STREET
CHATTANOOGA, TN 37405 | Phone no. (423)756-1170

May the IRS discuss this return with the preparer shown above? See instructions [X] Yes [ ] No

SEE SCHEDULE O FOR ORGANIZATION MISSION STATEMENT CONTINUATION

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:
FIRST THINGS FIRST IS DEDICATED TO STRENGTHENING FAMILIES IN HAMILTON COUNTY, TENNESSEE AND ACROSS THE NATION THROUGH EDUCATION, COLLABORATION WITH A BROAD CROSS-SECTION OF COMMUNITY GROUPS AND ORGANIZATIONS AND MOBILIZATION TO IMPROVE CHATTANOOGA FAMILY LIFE.

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 $ 358,897. including grants of $) (Revenue $ 5,334.)
MARRIAGE INITIATIVE - THIS PROGRAM IS NON-GRANT RELATED PROGRAMMING THAT INCLUDES FAITH-BASED PREMARITAL EDUCATION, MARRIAGE ENRICHMENT, MARRIAGE RETREATS, CLASSES FOR SINGLES INTERESTED IN MARRIAGE, DATE NIGHT EVENTS, AND SPEAKING ENGAGEMENTS ALL GEARED TOWARD HELPING PEOPLE BUILD STRONG MARRIAGES.

THE MARRIAGE INITIATIVE PROGRAM WAS AFFECTED BY THE CORONAVIRUS PANDEMIC.

4b (Code:) (Expenses $ 135,930. including grants of $) (Revenue $ 14,168.)
FATHERING INITIATIVE - HELPING FATHERS BECOME MORE INVOLVED IN THE LIVES OF THEIR CHILDREN. GOAL IS TO INCREASE FATHER INVOLVEMENT WITH CHILDREN BY 30%. DAD READY IS A CLASS FOR FIRST TIME FATHERS DESIGNED TO TEACH THE VALUE OF CONNECTING WITH CHILDREN EARLY. DADS MAKING A DIFFERENCE IS A CLASS FOR MEN WHO ARE BEHIND ON THEIR CHILD SUPPORT. THE GOAL OF THIS CLASS IS TO HELP THESE MEN BECOME PRODUCTIVE, INVOLVED IN THEIR CHILDREN'S LIVES AND PAYING THEIR CHILD SUPPORT.

4c (Code:) (Expenses $ 241,496. including grants of $) (Revenue $ 20,177.)
PARENTING PROJECTS - DONUTS FOR DADS, MUFFINS FOR MOMS, PARENTING IN THE BRAVE NEW DIGITAL WORLD AND OTHER PARENTING CLASSES ARE OFFERED TO HELP PARENTS KNOW HOW TO BE ACTIVELY INVOLVED IN THE LIFE OF THEIR CHILD IN A HEALTHY WAY.

4d Other program services (Describe on Schedule O.)
(Expenses $ 293,793. including grants of $) (Revenue $ 25,090.)

4e Total program service expenses ▶ 1,030,116.

Part IV Checklist of Required Schedules

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

Part IV Checklist of Required Schedules *(continued)*

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

Part V Statements Regarding Other IRS Filings and Tax Compliance

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

				Yes	No
1a	Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable	1a	6		
b	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable	1b	0		
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c			

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

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

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

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

Section A. Governing Body and Management

				Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year	1a	27		
	If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.				
b	Enter the number of voting members included on line 1a, above, who are independent	1b	26		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2		X	
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?	3			X
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4			X
5	Did the organization become aware during the year of a significant diversion of the organization's assets?	5			X
6	Did the organization have members or stockholders?	6			X
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a			X
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b			X
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
a	The governing body?	8a		X	
b	Each committee with authority to act on behalf of the governing body?	8b		X	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? *If "Yes," provide the names and addresses on Schedule O*	9			X

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

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

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed ▶ TN

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.

[ ] Own website [ ] Another's website [X] Upon request [ ] Other *(explain on Schedule O)*

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

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

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1200 MARKET STREET, CHATTANOOGA, TN 37402

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

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

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

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

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

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

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee): Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former	(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
(1) JULIE BAUMGARDNER PRESIDENT/CEO (ENDED 1/15/2021)	40.00	X		X				129,519.	0.	0.
(2) CARMEN CARSON DIRECTOR	1.00	X						0.	0.	0.
(3) PAT GRAY DIRECTOR	1.00	X						0.	0.	0.
(4) RON HARRIS DIRECTOR	1.00	X						0.	0.	0.
(5) TODD HENON DIRECTOR	1.00	X						0.	0.	0.
(6) BETH HENON DIRECTOR	1.00	X						0.	0.	0.
(7) BRENT FAULK DIRECTOR	1.00	X						0.	0.	0.
(8) ANA FAULK DIRECTOR	1.00	X						0.	0.	0.
(9) RHEY HOUSTON VICE CHAIR	1.00	X		X				0.	0.	0.
(10) KATE THOMPSON SECRETARY	1.00	X		X				0.	0.	0.
(11) MARIE WEBB PAST BOARD CHAIR	1.00	X		X				0.	0.	0.
(12) MIKE WEBB BOARD CHAIR	1.00	X		X				0.	0.	0.
(13) BRAD WIER DIRECTOR	1.00	X						0.	0.	0.
(14) DAVID ALLEN DIRECTOR	1.00	X						0.	0.	0.
(15) JIMMY BARNETT DIRECTOR	1.00	X						0.	0.	0.
(16) JACLYN BARNETT DIRECTOR	1.00	X						0.	0.	0.
(17) BRITTANY FULMER ENNEN DIRECTOR	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 line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee): Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former	(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
(18) TINA FRIZZELL DIRECTOR	1.00	X						0.	0.	0.
(19) MIKE FRIZZELL DIRECTOR	1.00	X						0.	0.	0.
(20) WILSON MEADS DIRECTOR	1.00	X						0.	0.	0.
(21) JULIAN BELL TREASURER	1.00	X		X				0.	0.	0.
(22) BUDDY PRESLEY DIRECTOR	1.00	X						0.	0.	0.
(23) EL LAGUTIN DIRECTOR	1.00	X						0.	0.	0.
(24) JENNIFER LAGUTIN DIRECTOR	1.00	X						0.	0.	0.
(25) RYAN LUSK DIRECOTR	1.00	X						0.	0.	0.
(26) KATHY PATTON DIRECTOR	1.00	X						0.	0.	0.
1b Subtotal ▶								129,519.	0.	0.
c Total from continuation sheets to Part VII, Section A ▶								0.	0.	0.
d Total (add lines 1b and 1c) ▶								129,519.	0.	0.

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 ▶ 1

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

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
NONE		

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 ▶ 0

SEE PART VII, SECTION A CONTINUATION SHEETS

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 line)	(C) Position (check all that apply): Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former	(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
(27) KIRK STEHR DIRECTOR	1.00	X						0.	0.	0.
Total to Part VII, Section A, line 1c										

Part VIII Statement of Revenue

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

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514
Contributions, Gifts, Grants and Other Similar Amounts	1 a Federated campaigns	1a					
	b Membership dues	1b					
	c Fundraising events	1c					
	d Related organizations	1d					
	e Government grants (contributions)	1e	18,347.				
	f All other contributions, gifts, grants, and similar amounts not included above	1f	1,163,067.				
	g Noncash contributions included in lines 1a-1f	1g	$				
	h Total. Add lines 1a-1f ▶			1,181,414.			
Program Service Revenue		Business Code					
	2 a EVENT REGISTRATIONS	624100		51,579.	51,579.		
	b EVENT SUPPORTING PROD	624100		13,190.	13,190.		
	c						
	d						
	e						
	f All other program service revenue						
	g Total. Add lines 2a-2f ▶			64,769.			
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts) ▶			155.			155.
	4 Income from investment of tax-exempt bond proceeds ▶						
	5 Royalties ▶						
			(i) Real	(ii) Personal			
	6 a Gross rents	6a					
	b Less: rental expenses	6b					
	c Rental income or (loss)	6c					
	d Net rental income or (loss) ▶						
			(i) Securities	(ii) Other			
	7 a Gross amount from sales of assets other than inventory	7a	254.				
	b Less: cost or other basis and sales expenses	7b	0.				
	c Gain or (loss)	7c	254.				
	d Net gain or (loss) ▶			254.			254.
	8 a Gross income from fundraising events (not including $ _____ of contributions reported on line 1c). See Part IV, line 18	8a					
	b Less: direct expenses	8b					
	c Net income or (loss) from fundraising events ▶						
	9 a Gross income from gaming activities. See Part IV, line 19	9a					
	b Less: direct expenses	9b					
	c Net income or (loss) from gaming activities ▶						
	10 a Gross sales of inventory, less returns and allowances	10a					
	b Less: cost of goods sold	10b					
	c Net income or (loss) from sales of inventory ▶						
Miscellaneous Revenue		Business Code					
	11 a						
	b						
	c						
	d All other revenue						
	e Total. Add lines 11a-11d ▶						
	12 Total revenue. See instructions ▶			1,246,592.	64,769.	0.	409.

Part IX Statement of Functional Expenses

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

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

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	129,519.	100,843.	14,001.	14,675.
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	546,983.	425,775.	36,745.	84,463.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9 Other employee benefits	87,870.	68,402.	6,591.	12,877.
10 Payroll taxes	50,951.	38,441.	5,273.	7,237.
11 Fees for services (nonemployees):				
a Management				
b Legal	675.	675.		
c Accounting	29,759.		29,759.	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch O.)	8,188.	5,600.	2,588.	
12 Advertising and promotion				
13 Office expenses	30,602.	15,582.	15,020.	
14 Information technology				
15 Royalties				
16 Occupancy	116,905.	87,679.	14,613.	14,613.
17 Travel	7,125.	489.	6,109.	527.
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	2,770.	2,587.	133.	50.
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	6,879.	6,879.		
23 Insurance	6,120.	939.	5,181.	
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a PROGRAM DEVELOPMENT	199,325.	199,305.		20.
b EVENTS	50,002.	48,706.		1,296.
c POSTAGE AND PRINTING	26,884.	26,651.	205.	28.
d EDUCATIONAL SUPPLIES	386.	386.		
e All other expenses	3,230.	1,177.	2,053.	
25 **Total functional expenses.** Add lines 1 through 24e	1,304,173.	1,030,116.	138,271.	135,786.
26 **Joint costs.** Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ▶ ☐ if following SOP 98-2 (ASC 958-720)				

Part X Balance Sheet

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

			(A) Beginning of year		(B) End of year
Assets	1	Cash - non-interest-bearing	146,522.	1	62.
	2	Savings and temporary cash investments		2	237,018.
	3	Pledges and grants receivable, net	4,990.	3	2,544.
	4	Accounts receivable, net	18,722.	4	20,389.
	5	Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7	Notes and loans receivable, net		7	
	8	Inventories for sale or use		8	
	9	Prepaid expenses and deferred charges	10,930.	9	3,433.
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D — 10a: 50,119.			
	b	Less: accumulated depreciation — 10b: 24,334.	30,016.	10c	25,785.
	11	Investments - publicly traded securities		11	938.
	12	Investments - other securities. See Part IV, line 11		12	
	13	Investments - program-related. See Part IV, line 11		13	
	14	Intangible assets		14	
	15	Other assets. See Part IV, line 11		15	
	16	**Total assets.** Add lines 1 through 15 (must equal line 33)	211,180.	16	290,169.
Liabilities	17	Accounts payable and accrued expenses	33,356.	17	32,212.
	18	Grants payable		18	
	19	Deferred revenue	11,836.	19	
	20	Tax-exempt bond liabilities		20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22	Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23	Secured mortgages and notes payable to unrelated third parties		23	
	24	Unsecured notes and loans payable to unrelated third parties		24	149,600.
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D		25	
	26	**Total liabilities.** Add lines 17 through 25	45,192.	26	181,812.
Net Assets or Fund Balances		**Organizations that follow FASB ASC 958, check here ▶ ☒ and complete lines 27, 28, 32, and 33.**			
	27	Net assets without donor restrictions	165,988.	27	108,357.
	28	Net assets with donor restrictions		28	
		Organizations that do not follow FASB ASC 958, check here ▶ ☐ and complete lines 29 through 33.			
	29	Capital stock or trust principal, or current funds		29	
	30	Paid-in or capital surplus, or land, building, or equipment fund		30	
	31	Retained earnings, endowment, accumulated income, or other funds		31	
	32	Total net assets or fund balances	165,988.	32	108,357.
	33	Total liabilities and net assets/fund balances	211,180.	33	290,169.

Part XI Reconciliation of Net Assets

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

1	Total revenue (must equal Part VIII, column (A), line 12)	1	1,246,592.
2	Total expenses (must equal Part IX, column (A), line 25)	2	1,304,173.
3	Revenue less expenses. Subtract line 2 from line 1	3	-57,581.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	165,988.
5	Net unrealized gains (losses) on investments	5	-50.
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	0.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	108,357.

Part XII Financial Statements and Reporting

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

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

SCHEDULE A
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

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

OMB No. 1545-0047
2020
Open to Public Inspection

Name of the organization FIRST THINGS FIRST, INC.

Employer identification number 62-1678048

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 [X] An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
8 [ ] A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
9 [ ] An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: _____
10 [ ] An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
11 [ ] An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
12 [ ] An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.

a [ ] **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
b [ ] **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
c [ ] **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
d [ ] **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
e [ ] Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
f Enter the number of supported organizations .....
g Provide the following information about the supported organization(s).

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

LHA **For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.** 032021 01-25-21 **Schedule A (Form 990 or 990-EZ) 2020**

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

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

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2016	(b) 2017	(c) 2018	(d) 2019	(e) 2020	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	1262982.	1348203.	1566108.	1510826.	1181414.	6869533.
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 **Total.** Add lines 1 through 3	1262982.	1348203.	1566108.	1510826.	1181414.	6869533.
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						626,040.
6 **Public support.** Subtract line 5 from line 4.						6243493.

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2016	(b) 2017	(c) 2018	(d) 2019	(e) 2020	(f) Total
7 Amounts from line 4	1262982.	1348203.	1566108.	1510826.	1181414.	6869533.
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources	420.	173.	277.	191.	155.	1,216.
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)				2,416.		2,416.
11 **Total support.** Add lines 7 through 10						6873165.

12 Gross receipts from related activities, etc. (see instructions) 12 489,688.

13 **First 5 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

14 Public support percentage for 2020 (line 6, column (f), divided by line 11, column (f)) 14 90.84 %

15 Public support percentage from 2019 Schedule A, Part II, line 14 15 92.22 %

16a **33 1/3% support test - 2020.** 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 ▶ [X]

b **33 1/3% support test - 2019.** 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 - 2020.** 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 - 2019.** 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) 2016	(b) 2017	(c) 2018	(d) 2019	(e) 2020	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 **Total.** Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of $5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 **Public support.** (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2016	(b) 2017	(c) 2018	(d) 2019	(e) 2020	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 **Total support.** (Add lines 9, 10c, 11, and 12.)						

14 **First 5 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

15 Public support percentage for 2020 (line 8, column (f), divided by line 13, column (f))	15	%
16 Public support percentage from 2019 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for **2020** (line 10c, column (f), divided by line 13, column (f))	17	%
18 Investment income percentage from **2019** Schedule A, Part III, line 17	18	%

19a **33 1/3% support tests - 2020.** 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 - 2019.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ▶ ☐

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

Part IV Supporting Organizations

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

Section A. All Supporting Organizations

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

Part IV Supporting Organizations *(continued)*

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

Section B. Type I Supporting Organizations

			Yes	No
1	Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? *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 officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.*	1		
2	Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? *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.*	2		

Section C. Type II Supporting Organizations

			Yes	No
1	Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? *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).*	1		

Section D. All Type III Supporting Organizations

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

Section E. Type III Functionally Integrated Supporting Organizations

1 *Check the box next to the method that the organization used to satisfy the Integral Part Test during the yea* **(see instructions).**

a ☐ The organization satisfied the Activities Test. *Complete* **line 2** *below.*

b ☐ The organization is the parent of each of its supported organizations. *Complete* **line 3** *below.*

c ☐ The organization supported a governmental entity. *Describe in* **Part VI** *how you supported a governmental entity (see instructions).*

			Yes	No
2	Activities Test. **Answer lines 2a and 2b below.**			
a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? *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.*	2a		
b	Did the activities described in line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? *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.*	2b		
3	Parent of Supported Organizations. **Answer lines 3a and 3b below.**			
a	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? *If "Yes" or "No" provide details in* **Part VI.**	3a		
b	Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? *If "Yes," describe in* **Part VI** *the role played by the organization in this regard.*	3b		

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

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

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

Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1 Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):			
a Average monthly value of securities	1a		
b Average monthly cash balances	1b		
c Fair market value of other non-exempt-use assets	1c		
d **Total** (add lines 1a, 1b, and 1c)	1d		
e **Discount** claimed for blockage or other factors (*explain in detail in* **Part VI**):			
2 Acquisition indebtedness applicable to non-exempt-use assets	2		
3 Subtract line 2 from line 1d.	3		
4 Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4		
5 Net value of non-exempt-use assets (subtract line 4 from line 3)	5		
6 Multiply line 5 by 0.035.	6		
7 Recoveries of prior-year distributions	7		
8 **Minimum Asset Amount** (add line 7 to line 6)	8		

Section C - Distributable Amount			Current Year
1 Adjusted net income for prior year (from Section A, line 8, column A)	1		
2 Enter 0.85 of line 1.	2		
3 Minimum asset amount for prior year (from Section B, line 8, column A)	3		
4 Enter greater of line 2 or line 3.	4		
5 Income tax imposed in prior year	5		
6 **Distributable Amount.** Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6		

7 ☐ Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).

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

Section D - Distributions			Current Year
1	Amounts paid to supported organizations to accomplish exempt purposes	1	
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2	
3	Administrative expenses paid to accomplish exempt purposes of supported organizations	3	
4	Amounts paid to acquire exempt-use assets	4	
5	Qualified set-aside amounts (prior IRS approval required - *provide details in* **Part VI**)	5	
6	Other distributions (*describe in* **Part VI**). See instructions.	6	
7	**Total annual distributions.** Add lines 1 through 6.	7	
8	Distributions to attentive supported organizations to which the organization is responsive (*provide details in* **Part VI**). See instructions.	8	
9	Distributable amount for 2020 from Section C, line 6	9	
10	Line 8 amount divided by line 9 amount	10	

	Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2020	(iii) Distributable Amount for 2020
1	Distributable amount for 2020 from Section C, line 6			
2	Underdistributions, if any, for years prior to 2020 (reasonable cause required - *explain in* **Part VI**). See instructions.			
3	Excess distributions carryover, if any, to 2020			
a	From 2015			
b	From 2016			
c	From 2017			
d	From 2018			
e	From 2019			
f	**Total** of lines 3a through 3e			
g	Applied to underdistributions of prior years			
h	Applied to 2020 distributable amount			
i	Carryover from 2015 not applied (see instructions)			
j	Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4	Distributions for 2020 from Section D, line 7: $			
a	Applied to underdistributions of prior years			
b	Applied to 2020 distributable amount			
c	Remainder. Subtract lines 4a and 4b from line 4.			
5	Remaining underdistributions for years prior to 2020, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, *explain in* **Part VI.** See instructions.			
6	Remaining underdistributions for 2020. Subtract lines 3h and 4b from line 1. For result greater than zero, *explain in* **Part VI.** See instructions.			
7	**Excess distributions carryover to 2021.** Add lines 3j and 4c.			
8	Breakdown of line 7:			
a	Excess from 2016			
b	Excess from 2017			
c	Excess from 2018			
d	Excess from 2019			
e	Excess from 2020			

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.)

SCHEDULE A, PART II, LINE 10, EXPLANATION FOR OTHER INCOME:

MISCELLANEOUS

2019 AMOUNT: $ 2,416.

PART II, SECTIONS A & B, COLUMN E

2020- EVENTS WERE NOT HELD DUE TO COVID RESTRICTIONS

SCHEDULE D (Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

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

OMB No. 1545-0047
2020
Open to Public Inspection

Name of the organization: FIRST THINGS FIRST, INC.

Employer identification number: 62-1678048

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
1	Total number at end of year		
2	Aggregate value of contributions to (during year)		
3	Aggregate value of grants from (during year)		
4	Aggregate value at end of year		

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ☐ 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 (for example, recreation or education)
☐ Protection of natural habitat
☐ Preservation of open space
☐ Preservation of a historically important land area
☐ Preservation of a certified historic structure

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

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 FASB 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 FASB 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 FASB 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 make significant use of its collection items (check all that apply):

a ☐ Public exhibition
b ☐ Scholarly research
c ☐ Preservation for future generations
d ☐ Loan or exchange program
e ☐ Other _____

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

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

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

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

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

		Amount
c Beginning balance	1c	
d Additions during the year	1d	
e Distributions during the year	1e	
f Ending balance	1f	

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII ☐

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

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

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

a Board designated or quasi-endowment ▶ _____%
b Permanent endowment ▶ _____%
c Term 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:

		Yes	No
(i) Unrelated organizations	3a(i)		
(ii) Related organizations	3a(ii)		
b If "Yes" on line 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
1a Land				
b Buildings				
c Leasehold improvements		23,087.	6,297.	16,790.
d Equipment		27,032.	18,037.	8,995.
e Other				
Total. Add lines 1a through 1e. *(Column (d) must equal Form 990, Part X, column (B), line 10c.)* ▶				25,785.

Part VII Investments - Other Securities.

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

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

Part VIII Investments - Program Related.

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

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

Part IX Other Assets.

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

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

Part X Other Liabilities.

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

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

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

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

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

1	Total revenue, gains, and other support per audited financial statements			1	1,246,542.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:				
a	Net unrealized gains (losses) on investments	2a	-50.		
b	Donated services and use of facilities	2b			
c	Recoveries of prior year grants	2c			
d	Other (Describe in Part XIII.)	2d			
e	Add lines 2a through 2d			2e	-50.
3	Subtract line 2e from line 1			3	1,246,592.
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIII.)	4b			
c	Add lines 4a and 4b			4c	0.
5	Total revenue. Add lines 3 and 4c. *(This must equal Form 990, Part I, line 12.)*			5	1,246,592.

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

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

1	Total expenses and losses per audited financial statements			1	1,304,173.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:				
a	Donated services and use of facilities	2a			
b	Prior year adjustments	2b			
c	Other losses	2c			
d	Other (Describe in Part XIII.)	2d			
e	Add lines 2a through 2d			2e	0.
3	Subtract line 2e from line 1			3	1,304,173.
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIII.)	4b			
c	Add lines 4a and 4b			4c	0.
5	Total expenses. Add lines 3 and 4c. *(This must equal Form 990, Part I, line 18.)*			5	1,304,173.

Part XIII Supplemental Information.

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

PART X, LINE 2:

THE ENTITY ACCOUNTS FOR THE EFFECT OF ANY UNCERTAIN TAX POSITIONS BASED ON A MORE LIKELY THAN NOT THRESHOLD TO THE RECOGNITION OF THE TAX POSITIONS BEING SUSTAINED BASED ON THE TECHNICAL MERITS OF THE POSITION UNDER EXAMINATION BY THE APPLICABLE TAXING AUTHORITY. IF A TAX POSITION OR POSITIONS ARE DEEMED TO RESULT IN UNCERTAINTIES OF THOSE POSITIONS, THE UNRECOGNIZED TAX BENEFITS ARE ESTIMATED BASED ON THE CUMULATIVE PROBABILITY ASSESSMENT THAT AGGREGATES THE ESTIMATED TAX LIABILITY FOR ALL UNCERTAIN TAX POSITIONS. TAX POSITIONS FOR THE ENTITY INCLUDE, BUT ARE NOT LIMITED TO, THE TAX-EXEMPT STATUS AND DETERMINATION OF WHETHER INCOME IS SUBJECT TO UNRELATED BUSINESS INCOME TAX. BASED ON ITS EVALUATION, THE ENTITY HAS CONCLUDED THAT THERE ARE NO SIGNIFICANT UNCERTAIN TAX POSITIONS

Part XIII Supplemental Information *(continued)*

REQUIRING RECOGNITION IN ITS FINANCIAL STATEMENTS. THE ENTITY'S EVALUATION WAS PERFORMED FOR TAX YEARS ENDED DECEMBER 31, 2017 THROUGH DECEMBER 31, 2020, FOR FEDERAL INCOME TAX, THE YEARS THAT REMAIN SUBJECT TO EXAMINATION BY MAJOR JURISDICTIONS AS OF DECEMBER 31, 2020.

SCHEDULE O (Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.
▶ Attach to Form 990 or 990-EZ.
▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047
2020
Open to Public Inspection

Name of the organization: FIRST THINGS FIRST, INC.

Employer identification number: 62-1678048

FORM 990, PART I, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

NATION THROUGH EDUCATION, COLLABORATION WITH A BROAD CROSS-SECTION OF COMMUNITY GROUPS AND ORGANIZATIONS AND MOBILIZATION TO IMPROVE CHATTANOOGA FAMILY LIFE.

FORM 990, PART III, LINE 4D, OTHER PROGRAM SERVICES:

CROSS CUTTING INITIATIVE

EXPENSES $ 176,782. INCLUDING GRANTS OF $ 0. REVENUE $ 0.

OTHER INITIATIVE

EXPENSES $ 42,019. INCLUDING GRANTS OF $ 0. REVENUE $ 25,090.

TEEN INITIATIVE

EXPENSES $ 74,992. INCLUDING GRANTS OF $ 0. REVENUE $ 0.

FORM 990, PART VI, SECTION A, LINE 2:

THE FOLLOWING DIRECTORS ARE MARRIED COUPLES:

TODD & BETH HENON

BRENT & ANA FAULK

MIKE & TINA FRIZZELL

JIMMY & JACLYN BARNETT

EL & JENNIFER LAGUTIN

FORM 990, PART VI, SECTION B, LINE 11B:

A COPY OF THE 990 IS FIRST PRESENTED TO THE EXECUTIVE COMMITTEE OF THE BOARD. THE FORM 990 IS LATER SHARED WITH THE WHOLE BOARD AT A BOARD

Name of the organization: FIRST THINGS FIRST, INC.

Employer identification number: 62-1678048

MEETING.

FORM 990, PART VI, SECTION B, LINE 12C:

THE CONFLICT OF INTEREST AND DISCLOSURE POLICY IS HANDED OUT TO THE BOARD AND DISCUSSED ANNUALLY. ALL BOARD MEMBERS ARE REQUIRED TO SIGN THE POLICY. THIS IS MONITORED BY THE EXECUTIVE COMMITTEE.

FORM 990, PART VI, SECTION B, LINE 15:

THE BOARD USES A FORMAL REVIEW PROCESS TO DETERMINE COMPENSATION FOR TOP MANAGEMENT, OFFICERS, AND KEY EMPLOYEES. COMPENSATION IS DETERMINED USING AN ANNUAL PERFORMANCE PLAN AND EXAMINATION OF COMPARABLE POSITIONS IN THE SOUTHEAST.

FORM 990, PART VI, SECTION C, LINE 19:

ALL POLICIES OF THE ORGANIZATION, GOVERNING DOCUMENTS, AND FINANCIAL STATEMENTS ARE KEPT AT THE ORGANIZATION'S OFFICE AND ARE AVAILABLE TO THE PUBLIC UPON REQUEST.

FORM 990, PART XII, LINE 2C

THE EXECUTIVE COMMITTEE OF THE BOARD ASSUMES RESPONSIBILITY FOR OVERSIGHT OF THE AUDIT AND SELECTION OF AN INDEPENDENT ACCOUNTANT, AT THE LEADING OF THE TREASURER OF THE BOARD. THIS PROCESS HAS NOT CHANGED FROM THE PRIOR YEAR.

FORM 990

NO FUNDRAISING EVENTS WERE HELD DUE TO COVID.

Form **4562**

Department of the Treasury
Internal Revenue Service (99)

Depreciation and Amortization
(Including Information on Listed Property)

990

▶ Attach to your tax return.

▶ Go to www.irs.gov/Form4562 for instructions and the latest information.

OMB No. 1545-0172

2020

Attachment Sequence No. 179

Name(s) shown on return	Business or activity to which this form relates	Identifying number
FIRST THINGS FIRST, INC.	FORM 990 PAGE 10	62-1678048

Part I **Election To Expense Certain Property Under Section 179** **Note:** If you have any listed property, complete Part V before you complete Part I.

1	Maximum amount (see instructions)	1	1,040,000.
2	Total cost of section 179 property placed in service (see instructions)	2	
3	Threshold cost of section 179 property before reduction in limitation	3	2,590,000.
4	Reduction in limitation. Subtract line 3 from line 2. If zero or less, enter -0-	4	
5	Dollar limitation for tax year. Subtract line 4 from line 1. If zero or less, enter -0-. If married filing separately, see instructions	5	

6	(a) Description of property	(b) Cost (business use only)	(c) Elected cost

7	Listed property. Enter the amount from line 29	7	
8	Total elected cost of section 179 property. Add amounts in column (c), lines 6 and 7	8	
9	Tentative deduction. Enter the **smaller** of line 5 or line 8	9	
10	Carryover of disallowed deduction from line 13 of your 2019 Form 4562	10	
11	Business income limitation. Enter the smaller of business income (not less than zero) or line 5	11	
12	Section 179 expense deduction. Add lines 9 and 10, but don't enter more than line 11	12	
13	Carryover of disallowed deduction to 2021. Add lines 9 and 10, less line 12 ▶	13	

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

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

14	Special depreciation allowance for qualified property (other than listed property) placed in service during the tax year	14	
15	Property subject to section 168(f)(1) election	15	
16	Other depreciation (including ACRS)	16	6,879.

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

Section A

17	MACRS deductions for assets placed in service in tax years beginning before 2020	17	
18	If you are electing to group any assets placed in service during the tax year into one or more general asset accounts, check here ▶ ☐		

Section B - Assets Placed in Service During 2020 Tax Year Using the General Depreciation System

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

Section C - Assets Placed in Service During 2020 Tax Year Using the Alternative Depreciation System

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

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

21	Listed property. Enter amount from line 28	21	
22	**Total.** Add amounts from line 12, lines 14 through 17, lines 19 and 20 in column (g), and line 21. Enter here and on the appropriate lines of your return. Partnerships and S corporations - see instr.	22	6,879.
23	For assets shown above and placed in service during the current year, enter the portion of the basis attributable to section 263A costs	23	

Part V **Listed Property** (Include automobiles, certain other vehicles, certain aircraft, and property used for entertainment, recreation, or amusement.)

Note: For any vehicle for which you are using the standard mileage rate or deducting lease expense, complete **only** 24a, 24b, columns (a) through (c) of Section A, all of Section B, and Section C if applicable.

Section A - Depreciation and Other Information (Caution: See the instructions for limits for passenger automobiles.)

24a Do you have evidence to support the business/investment use claimed? ☐ Yes ☐ No **24b** If "Yes," is the evidence written? ☐ Yes ☐ No

(a) Type of property (list vehicles first)	(b) Date placed in service	(c) Business/ investment use percentage	(d) Cost or other basis	(e) Basis for depreciation (business/investment use only)	(f) Recovery period	(g) Method/ Convention	(h) Depreciation deduction	(i) Elected section 179 cost
25 Special depreciation allowance for qualified listed property placed in service during the tax year and used more than 50% in a qualified business use						25		
26 Property used more than 50% in a qualified business use:								
		%						
		%						
		%						
27 Property used 50% or less in a qualified business use:								
		%				S/L -		
		%				S/L -		
		%				S/L -		
28 Add amounts in column (h), lines 25 through 27. Enter here and on line 21, page 1						28		
29 Add amounts in column (i), line 26. Enter here and on line 7, page 1							29	

Section B - Information on Use of Vehicles

Complete this section for vehicles used by a sole proprietor, partner, or other "more than 5% owner," or related person. If you provided vehicles to your employees, first answer the questions in Section C to see if you meet an exception to completing this section for those vehicles.

	(a) Vehicle		(b) Vehicle		(c) Vehicle		(d) Vehicle		(e) Vehicle		(f) Vehicle	
30 Total business/investment miles driven during the year (**don't** include commuting miles)												
31 Total commuting miles driven during the year												
32 Total other personal (noncommuting) miles driven												
33 Total miles driven during the year. Add lines 30 through 32												
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
34 Was the vehicle available for personal use during off-duty hours?												
35 Was the vehicle used primarily by a more than 5% owner or related person?												
36 Is another vehicle available for personal use?												

Section C - Questions for Employers Who Provide Vehicles for Use by Their Employees

Answer these questions to determine if you meet an exception to completing Section B for vehicles used by employees who **aren't** more than 5% owners or related persons.

	Yes	No
37 Do you maintain a written policy statement that prohibits all personal use of vehicles, including commuting, by your employees?		
38 Do you maintain a written policy statement that prohibits personal use of vehicles, except commuting, by your employees? See the instructions for vehicles used by corporate officers, directors, or 1% or more owners		
39 Do you treat all use of vehicles by employees as personal use?		
40 Do you provide more than five vehicles to your employees, obtain information from your employees about the use of the vehicles, and retain the information received?		
41 Do you meet the requirements concerning qualified automobile demonstration use?		

Note: If your answer to 37, 38, 39, 40, or 41 is "Yes," don't complete Section B for the covered vehicles.

Part VI **Amortization**

(a) Description of costs	(b) Date amortization begins	(c) Amortizable amount	(d) Code section	(e) Amortization period or percentage	(f) Amortization for this year
42 Amortization of costs that begins during your 2020 tax year:					
43 Amortization of costs that began before your 2020 tax year				43	
44 **Total.** Add amounts in column (f). See the instructions for where to report				44	

EXTENDED TO NOVEMBER 15, 2022

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 for instructions and the latest information.

OMB No. 1545-0047

2021

Open to Public Inspection

A For the 2021 calendar year, or tax year beginning and ending

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

C Name of organization: FIRST THINGS FIRST, INC.

Doing business as

Number and street (or P.O. box if mail is not delivered to street address): 620 LINDSAY STREET, STE 100 | Room/suite

City or town, state or province, country, and ZIP or foreign postal code: CHATTANOOGA, TN 37403

D Employer identification number: **-***8048

E Telephone number: (423)267-5383

G Gross receipts $ 1,267,735.

F Name and address of principal officer: LAUREN HALL
SAME AS C ABOVE

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

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

J Website: ▶ WWW.FIRSTTHINGS.ORG

H(c) Group exemption number ▶

K Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other ▶

L Year of formation: 1997 **M** State of legal domicile: TN

Part I Summary

Activities & Governance

1 Briefly describe the organization's mission or most significant activities: THE MISSION OF FIRST THINGS FIRST IS TO PROVIDE RESOURCES THAT GUIDE PEOPLE IN THEIR

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

3	Number of voting members of the governing body (Part VI, line 1a)	3	25
4	Number of independent voting members of the governing body (Part VI, line 1b)	4	24
5	Total number of individuals employed in calendar year 2021 (Part V, line 2a)	5	12
6	Total number of volunteers (estimate if necessary)	6	0
7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	0.
b	Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	0.

			Prior Year	Current Year
Revenue	8	Contributions and grants (Part VIII, line 1h)	1,181,414.	1,199,519.
	9	Program service revenue (Part VIII, line 2g)	64,769.	68,154.
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	409.	62.
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	0.	-7,284.
	12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	1,246,592.	1,260,451.
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	0.	0.
	14	Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	815,323.	723,127.
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	0.	0.
	b	Total fundraising expenses (Part IX, column (D), line 25) ▶ 139,117.		
	17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	488,850.	514,252.
	18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	1,304,173.	1,237,379.
	19	Revenue less expenses. Subtract line 18 from line 12	-57,581.	23,072.
			Beginning of Current Year	**End of Year**
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	290,169.	302,682.
	21	Total liabilities (Part X, line 26)	181,812.	168,706.
	22	Net assets or fund balances. Subtract line 21 from line 20	108,357.	133,976.

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

▶ LAUREN HALL, PRESIDENT AND CEO
Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name	Preparer's signature	Date	Check ☐ if self-employed	PTIN
PAUL JOHNSON III, CPA				P00932002

Firm's name ▶ JOHNSON, MURPHEY & WRIGHT, P.C. | Firm's EIN ▶ **-***3134

Firm's address ▶ 301 NORTH MARKET STREET
CHATTANOOGA, TN 37405 | Phone no. (423)756-1170

May the IRS discuss this return with the preparer shown above? See instructions ☒ Yes ☐ No

SEE SCHEDULE O FOR ORGANIZATION MISSION STATEMENT CONTINUATION

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:
THE MISSION OF FIRST THINGS FIRST IS TO PROVIDE RESOURCES THAT GUIDE PEOPLE IN THEIR RELATIONSHIPS TO LIVE BETTER LIVES.

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 $ 544,485. including grants of $) (Revenue $ 830.)
MARRIAGE INITIATIVE - THIS PROGRAM IS NON-GRANT RELATED PROGRAMMING THAT INCLUDES FAITH-BASED PREMARITAL EDUCATION, MARRIAGE ENRICHMENT, MARRIAGE RETREATS, CLASSES FOR SINGLES INTERESTED IN MARRIAGE, DATE NIGHT EVENTS, AND SPEAKING ENGAGEMENTS ALL GEARED TOWARD HELPING PEOPLE BUILD STRONG MARRIAGES.

4b (Code:) (Expenses $ 130,675. including grants of $) (Revenue $ 0.)
FATHERING INITIATIVE - HELPING FATHERS BECOME MORE INVOLVED IN THE LIVES OF THEIR CHILDREN. GOAL IS TO INCREASE FATHER INVOLVEMENT WITH CHILDREN BY 30%. DAD READY IS A CLASS FOR FIRST TIME FATHERS DESIGNED TO TEACH THE VALUE OF CONNECTING WITH CHILDREN EARLY. DADS MAKING A DIFFERENCE IS A CLASS FOR MEN WHO ARE BEHIND ON THEIR CHILD SUPPORT. THE GOAL OF THIS CLASS IS TO HELP THESE MEN BECOME PRODUCTIVE, INVOLVED IN THEIR CHILDREN'S LIVES AND PAYING THEIR CHILD SUPPORT.

4c (Code:) (Expenses $ 187,744. including grants of $) (Revenue $ 750.)
PARENTING PROJECTS - DONUTS FOR DADS, MUFFINS FOR MOMS, PARENTING IN THE BRAVE NEW DIGITAL WORLD AND OTHER PARENTING CLASSES ARE OFFERED TO HELP PARENTS KNOW HOW TO BE ACTIVELY INVOLVED IN THE LIFE OF THEIR CHILD IN A HEALTHY WAY.

4d Other program services (Describe on Schedule O.)
(Expenses $ 80,894. including grants of $) (Revenue $ 66,574.)

4e Total program service expenses ▶ 943,798.

Part IV Checklist of Required Schedules

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

Part IV Checklist of Required Schedules *(continued)*

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

Part V Statements Regarding Other IRS Filings and Tax Compliance

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

				Yes	No
1a	Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	1a	5		
b	Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	1b	0		
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c			

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

				Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a 12			
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?		2b	X	
	Note: If the sum of lines 1a and 2a is greater than 250, you may be required to *e-file.* See instructions.				
3a	Did the organization have unrelated business gross income of $1,000 or more during the year?		3a		X
b	If "Yes," has it filed a Form 990-T for this year? *If "No" to line 3b, provide an explanation on Schedule O*		3b		
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?		4a		X
b	If "Yes," enter the name of the foreign country ▶ _____ See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).				
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?		5a		X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		5b		X
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?		5c		
6a	Does the organization have annual gross receipts that are normally greater than $100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?		6a		X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		6b		
7	**Organizations that may receive deductible contributions under section 170(c).**				
a	Did the organization receive a payment in excess of $75 made partly as a contribution and partly for goods and services provided to the payor?		7a		X
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?		7b		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		7c		X
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d			
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		7e		X
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		7f		X
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		7g		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		7h		
8	**Sponsoring organizations maintaining donor advised funds.** Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?		8		
9	**Sponsoring organizations maintaining donor advised funds.**				
a	Did the sponsoring organization make any taxable distributions under section 4966?		9a		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?		9b		
10	**Section 501(c)(7) organizations.** Enter:				
a	Initiation fees and capital contributions included on Part VIII, line 12	10a			
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b			
11	**Section 501(c)(12) organizations.** Enter:				
a	Gross income from members or shareholders	11a			
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b			
12a	**Section 4947(a)(1) non-exempt charitable trusts.** Is the organization filing Form 990 in lieu of Form 1041?		12a		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b			
13	**Section 501(c)(29) qualified nonprofit health insurance issuers.**				
a	Is the organization licensed to issue qualified health plans in more than one state?		13a		
	Note: See the instructions for additional information the organization must report on Schedule O.				
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	13b			
c	Enter the amount of reserves on hand	13c			
14a	Did the organization receive any payments for indoor tanning services during the tax year?		14a		X
b	If "Yes," has it filed a Form 720 to report these payments? *If "No," provide an explanation on Schedule O*		14b		
15	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 the instructions and file Form 4720, Schedule N.		15		X
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.		16		X
17	**Section 501(c)(21) organizations.** Did the trust, any disqualified person, or mine operator engage in any activities that would result in the imposition of an excise tax under section 4951, 4952 or 4953? If "Yes," complete Form 6069.		17		

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

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

Section A. Governing Body and Management

				Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year	1a	25		
	If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.				
b	Enter the number of voting members included on line 1a, above, who are independent	1b	24		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2		X	
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?	3			X
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4			X
5	Did the organization become aware during the year of a significant diversion of the organization's assets?	5			X
6	Did the organization have members or stockholders?	6			X
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a			X
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b			X
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
a	The governing body?	8a		X	
b	Each committee with authority to act on behalf of the governing body?	8b		X	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? *If "Yes," provide the names and addresses on Schedule O*	9			X

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

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

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed ▶ TN

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.

[ ] Own website [ ] Another's website [X] Upon request [ ] Other *(explain on Schedule O)*

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

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

FREIGHT DEPOT ACCOUNTING - (423)708-7700
1200 MARKET STREET, CHATTANOOGA, TN 37402

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

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

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

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

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than $100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than $100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than $10,000 of reportable compensation from the organization and any related organizations.

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

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee): Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
(1) LAUREN HALL PRESIDENT & CEO	40.00	X		X				87,645.	0.	0.
(2) DAVID ALLEN DIRECTOR	1.00	X						0.	0.	0.
(3) JIMMY BARNETT DIRECTOR	1.00	X						0.	0.	0.
(4) JACLYN BARNETT DIRECTOR	1.00	X						0.	0.	0.
(5) JULIAN BELL VICE CHAIR	1.00	X		X				0.	0.	0.
(6) CARMEN CARSON DIRECTOR	1.00	X						0.	0.	0.
(7) BRITTANY FULMER ENNEN DIRECTOR	1.00	X						0.	0.	0.
(8) BRENT FAULK DIRECTOR	1.00	X						0.	0.	0.
(9) ANA FAULK DIRECTOR	1.00	X						0.	0.	0.
(10) PAT GRAY DIRECTOR	1.00	X						0.	0.	0.
(11) RON HARRIS DIRECTOR	1.00	X						0.	0.	0.
(12) TODD HENON DIRECTOR	1.00	X						0.	0.	0.
(13) BETH HENON DIRECTOR	1.00	X						0.	0.	0.
(14) RHEY HOUSTON EXECUTIVE COMMITTEE AT LARGE	1.00	X						0.	0.	0.
(15) EL LAGUTIN DIRECTOR	1.00	X						0.	0.	0.
(16) JENNIFER LAGUTIN SECRETARY	1.00	X		X				0.	0.	0.
(17) RYAN LUSK TREASURER	1.00	X		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 line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee): Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
(18) WILSON MEADS DIRECTOR	1.00	X						0.	0.	0.
(19) KATHY PATTON DIRECTOR	1.00	X						0.	0.	0.
(20) BUDDY PRESLEY DIRECTOR	1.00	X						0.	0.	0.
(21) KIRK STEHR EXECUTIVE COMMITTEE AT LARGE	1.00	X						0.	0.	0.
(22) KATE THOMPSON DIRECTOR	1.00	X						0.	0.	0.
(23) MARIE WEBB PAST BOARD CHAIR	1.00	X		X				0.	0.	0.
(24) MIKE WEBB BOARD CHAIR	1.00	X		X				0.	0.	0.
(25) BRAD WIER DIRECTOR	1.00	X						0.	0.	0.
1b Subtotal ▶								87,645.	0.	0.
c Total from continuation sheets to Part VII, Section A ▶								0.	0.	0.
d Total (add lines 1b and 1c) ▶								87,645.	0.	0.

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 ▶ 0

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

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
NONE		

2 Total number of independent contractors (including but not listed to those listed above) who received more than $100,000 of compensation from the organization ▶ 0

Part VIII Statement of Revenue

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

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514
Contributions, Gifts, Grants and Other Similar Amounts	1 a Federated campaigns	1a					
	b Membership dues	1b					
	c Fundraising events	1c	146,415.				
	d Related organizations	1d					
	e Government grants (contributions)	1e	185,295.				
	f All other contributions, gifts, grants, and similar amounts not included above	1f	867,809.				
	g Noncash contributions included in lines 1a-1f	1g	$				
	h **Total.** Add lines 1a-1f ▶			1,199,519.			
Program Service Revenue			Business Code				
	2 a EVENT SUPPORTING PROD		624100	56,899.	56,899.		
	b EVENT REGISTRATIONS		624100	11,255.	11,255.		
	c						
	d						
	e						
	f All other program service revenue						
	g **Total.** Add lines 2a-2f ▶			68,154.			
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts) ▶			62.			62.
	4 Income from investment of tax-exempt bond proceeds ▶						
	5 Royalties ▶						
			(i) Real / (ii) Personal				
	6 a Gross rents	6a					
	b Less: rental expenses	6b					
	c Rental income or (loss)	6c					
	d Net rental income or (loss) ▶						
			(i) Securities / (ii) Other				
	7 a Gross amount from sales of assets other than inventory	7a					
	b Less: cost or other basis and sales expenses	7b					
	c Gain or (loss)	7c					
	d Net gain or (loss) ▶						
	8 a Gross income from fundraising events (not including $ 146,415. of contributions reported on line 1c). See Part IV, line 18	8a	0.				
	b Less: direct expenses	8b	7,284.				
	c Net income or (loss) from fundraising events ▶			-7,284.			-7,284.
	9 a Gross income from gaming activities. See Part IV, line 19	9a					
	b Less: direct expenses	9b					
	c Net income or (loss) from gaming activities ▶						
	10 a Gross sales of inventory, less returns and allowances	10a					
	b Less: cost of goods sold	10b					
	c Net income or (loss) from sales of inventory ▶						
Miscellaneous Revenue			Business Code				
	11 a						
	b						
	c						
	d All other revenue						
	e **Total.** Add lines 11a-11d ▶						
	12 **Total revenue.** See instructions ▶			1,260,451.	68,154.	0.	-7,222.

Part IX Statement of Functional Expenses

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

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

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	87,645.	70,116.	4,382.	13,147.
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	514,094.	412,449.	21,213.	80,432.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9 Other employee benefits	77,627.	62,253.	3,302.	12,072.
10 Payroll taxes	43,761.	35,228.	1,702.	6,831.
11 Fees for services (nonemployees):				
a Management				
b Legal				
c Accounting	31,445.		31,445.	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.)	47,137.	11,957.	35,180.	
12 Advertising and promotion				
13 Office expenses	29,330.	2,229.	27,076.	25.
14 Information technology				
15 Royalties				
16 Occupancy	54,426.	21,568.	16,429.	16,429.
17 Travel	2,971.	201.	2,437.	333.
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	4,714.	2,714.	2,000.	
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	7,306.	7,306.		
23 Insurance	5,856.		5,856.	
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a PROGRAM DEVELOPMENT	299,089.	299,089.		
b POSTAGE AND PRINTING	21,919.	11,195.	876.	9,848.
c EVENTS	7,301.	7,272.	29.	
d				
e All other expenses	2,758.	221.	2,537.	
25 **Total functional expenses.** Add lines 1 through 24e	1,237,379.	943,798.	154,464.	139,117.
26 **Joint costs.** Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ▶ ☐ if following SOP 98-2 (ASC 958-720)				

Part X Balance Sheet

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

				(A) Beginning of year		(B) End of year
Assets	1	Cash - non-interest-bearing		62.	1	68,899.
	2	Savings and temporary cash investments		237,018.	2	201,679.
	3	Pledges and grants receivable, net		2,544.	3	1,310.
	4	Accounts receivable, net		20,389.	4	
	5	Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons			5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)			6	
	7	Notes and loans receivable, net			7	
	8	Inventories for sale or use			8	
	9	Prepaid expenses and deferred charges		3,433.	9	8,051.
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 42,494.			
	b	Less: accumulated depreciation	10b 19,751.	25,785.	10c	22,743.
	11	Investments - publicly traded securities		938.	11	
	12	Investments - other securities. See Part IV, line 11			12	
	13	Investments - program-related. See Part IV, line 11			13	
	14	Intangible assets			14	
	15	Other assets. See Part IV, line 11			15	
	16	**Total assets.** Add lines 1 through 15 (must equal line 33)		290,169.	16	302,682.
Liabilities	17	Accounts payable and accrued expenses		32,212.	17	45,493.
	18	Grants payable			18	
	19	Deferred revenue			19	
	20	Tax-exempt bond liabilities			20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D			21	
	22	Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons			22	
	23	Secured mortgages and notes payable to unrelated third parties			23	
	24	Unsecured notes and loans payable to unrelated third parties		149,600.	24	123,213.
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D			25	
	26	**Total liabilities.** Add lines 17 through 25		181,812.	26	168,706.
Net Assets or Fund Balances		**Organizations that follow FASB ASC 958, check here ▶ [X] and complete lines 27, 28, 32, and 33.**				
	27	Net assets without donor restrictions		108,357.	27	133,976.
	28	Net assets with donor restrictions			28	
		Organizations that do not follow FASB ASC 958, check here ▶ ☐ and complete lines 29 through 33.				
	29	Capital stock or trust principal, or current funds			29	
	30	Paid-in or capital surplus, or land, building, or equipment fund			30	
	31	Retained earnings, endowment, accumulated income, or other funds			31	
	32	Total net assets or fund balances		108,357.	32	133,976.
	33	Total liabilities and net assets/fund balances		290,169.	33	302,682.

Part XI Reconciliation of Net Assets

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

1	Total revenue (must equal Part VIII, column (A), line 12)	1	1,260,451.
2	Total expenses (must equal Part IX, column (A), line 25)	2	1,237,379.
3	Revenue less expenses. Subtract line 2 from line 1	3	23,072.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	108,357.
5	Net unrealized gains (losses) on investments	5	2,547.
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	0.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	133,976.

Part XII Financial Statements and Reporting

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

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

SCHEDULE A
(Form 990)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

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

OMB No. 1545-0047

2021

Open to Public Inspection

Name of the organization FIRST THINGS FIRST, INC.

Employer identification number **-***8048

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).)
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 [X] An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
8 [ ] A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
9 [ ] An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: _____
10 [ ] An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
11 [ ] An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
12 [ ] An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3).** Check the box on 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? Yes	No	(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
Total						

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

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

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	1348203.	1566108.	1510826.	1181414.	1199519.	6806070.
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 **Total.** Add lines 1 through 3	1348203.	1566108.	1510826.	1181414.	1199519.	6806070.
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						972,572.
6 **Public support.** Subtract line 5 from line 4.						5833498.

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
7 Amounts from line 4	1348203.	1566108.	1510826.	1181414.	1199519.	6806070.
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources	173.	277.	191.	155.	62.	858.
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)			2,416.			2,416.
11 **Total support.** Add lines 7 through 10						6809344.

12 Gross receipts from related activities, etc. (see instructions) 12 450,941.

13 **First 5 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

14 Public support percentage for 2021 (line 6, column (f), divided by line 11, column (f)) 14 85.67 %

15 Public support percentage from 2020 Schedule A, Part II, line 14 15 90.84 %

16a **33 1/3% support test - 2021.** 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 ▶ [X]

b **33 1/3% support test - 2020.** 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 - 2021.** 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 - 2020.** 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) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 **Total.** Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of $5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 **Public support.** (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 **Total support.** (Add lines 9, 10c, 11, and 12.)						

14 **First 5 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

15 Public support percentage for 2021 (line 8, column (f), divided by line 13, column (f))	15	%
16 Public support percentage from 2020 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for **2021** (line 10c, column (f), divided by line 13, column (f))	17	%
18 Investment income percentage from **2020** Schedule A, Part III, line 17	18	%

19a **33 1/3% support tests - 2021.** 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 - 2020.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ▶ ☐

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

Part IV Supporting Organizations

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

Section A. All Supporting Organizations

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

Part IV Supporting Organizations *(continued)*

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

Section B. Type I Supporting Organizations

			Yes	No
1	Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? *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 officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.*	**1**		
2	Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? *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.*	**2**		

Section C. Type II Supporting Organizations

			Yes	No
1	Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? *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).*	**1**		

Section D. All Type III Supporting Organizations

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

Section E. Type III Functionally Integrated Supporting Organizations

1 *Check the box next to the method that the organization used to satisfy the Integral Part Test during the yea* **(see instructions).**

a ☐ The organization satisfied the Activities Test. *Complete* **line 2** *below.*

b ☐ The organization is the parent of each of its supported organizations. *Complete* **line 3** *below.*

c ☐ The organization supported a governmental entity. *Describe in* **Part VI** *how you supported a governmental entity (see instructions).*

			Yes	No
2	Activities Test. **Answer lines 2a and 2b below.**			
a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? *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.*	**2a**		
b	Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? *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.*	**2b**		
3	Parent of Supported Organizations. **Answer lines 3a and 3b below.**			
a	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? *If "Yes" or "No" provide details in* **Part VI.**	**3a**		
b	Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? *If "Yes," describe in* **Part VI** *the role played by the organization in this regard.*	**3b**		

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

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

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

Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1 Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):			
a Average monthly value of securities	**1a**		
b Average monthly cash balances	**1b**		
c Fair market value of other non-exempt-use assets	**1c**		
d **Total** (add lines 1a, 1b, and 1c)	**1d**		
e **Discount** claimed for blockage or other factors (*explain in detail in* **Part VI**):			
2 Acquisition indebtedness applicable to non-exempt-use assets	**2**		
3 Subtract line 2 from line 1d.	**3**		
4 Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	**4**		
5 Net value of non-exempt-use assets (subtract line 4 from line 3)	**5**		
6 Multiply line 5 by 0.035.	**6**		
7 Recoveries of prior-year distributions	**7**		
8 **Minimum Asset Amount** (add line 7 to line 6)	**8**		

Section C - Distributable Amount			Current Year
1 Adjusted net income for prior year (from Section A, line 8, column A)	**1**		
2 Enter 0.85 of line 1.	**2**		
3 Minimum asset amount for prior year (from Section B, line 8, column A)	**3**		
4 Enter greater of line 2 or line 3.	**4**		
5 Income tax imposed in prior year	**5**		
6 **Distributable Amount.** Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	**6**		

7 ☐ Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).

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

Section D - Distributions			**Current Year**
1	Amounts paid to supported organizations to accomplish exempt purposes	1	
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2	
3	Administrative expenses paid to accomplish exempt purposes of supported organizations	3	
4	Amounts paid to acquire exempt-use assets	4	
5	Qualified set-aside amounts (prior IRS approval required - *provide details in* **Part VI**)	5	
6	Other distributions (*describe in* **Part VI**). See instructions.	6	
7	**Total annual distributions.** Add lines 1 through 6.	7	
8	Distributions to attentive supported organizations to which the organization is responsive (*provide details in* **Part VI**). See instructions.	8	
9	Distributable amount for 2021 from Section C, line 6	9	
10	Line 8 amount divided by line 9 amount	10	

	Section E - Distribution Allocations (see instructions)	**(i) Excess Distributions**	**(ii) Underdistributions Pre-2021**	**(iii) Distributable Amount for 2021**
1	Distributable amount for 2021 from Section C, line 6			
2	Underdistributions, if any, for years prior to 2021 (reasonable cause required - *explain in* **Part VI**). See instructions.			
3	Excess distributions carryover, if any, to 2021			
a	From 2016			
b	From 2017			
c	From 2018			
d	From 2019			
e	From 2020			
f	**Total** of lines 3a through 3e			
g	Applied to underdistributions of prior years			
h	Applied to 2021 distributable amount			
i	Carryover from 2016 not applied (see instructions)			
j	Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4	Distributions for 2021 from Section D, line 7: $			
a	Applied to underdistributions of prior years			
b	Applied to 2021 distributable amount			
c	Remainder. Subtract lines 4a and 4b from line 4.			
5	Remaining underdistributions for years prior to 2021, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, *explain in* **Part VI.** See instructions.			
6	Remaining underdistributions for 2021. Subtract lines 3h and 4b from line 1. For result greater than zero, *explain in* **Part VI**. See instructions.			
7	**Excess distributions carryover to 2022.** Add lines 3j and 4c.			
8	Breakdown of line 7:			
a	Excess from 2017			
b	Excess from 2018			
c	Excess from 2019			
d	Excess from 2020			
e	Excess from 2021			

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.)

SCHEDULE A, PART II, LINE 10, EXPLANATION FOR OTHER INCOME:

MISCELLANEOUS

2019 AMOUNT: $ 2,416.

SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

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

OMB No. 1545-0047
2021
Open to Public Inspection

Name of the organization FIRST THINGS FIRST, INC.

Employer identification number **-***8048

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
1	Total number at end of year		
2	Aggregate value of contributions to (during year)		
3	Aggregate value of grants from (during year)		
4	Aggregate value at end of year		

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ☐ 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 (for example, recreation or education)
- ☐ Preservation of a 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 Tax Year
a	Total number of conservation easements	2a	
b	Total acreage restricted by conservation easements	2b	
c	Number of conservation easements on a certified historic structure included in (a)	2c	
d	Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register	2d	

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 FASB 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 FASB 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 FASB 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 make significant use of its collection items (check all that apply):

a ☐ Public exhibition
b ☐ Scholarly research
c ☐ Preservation for future generations
d ☐ Loan or exchange program
e ☐ Other _____

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

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

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

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

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

		Amount
c Beginning balance	1c	
d Additions during the year	1d	
e Distributions during the year	1e	
f Ending balance	1f	

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII ☐

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

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

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

a Board designated or quasi-endowment ▶ _____%
b Permanent endowment ▶ _____%
c Term 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:

		Yes	No
(i) Unrelated organizations	3a(i)		
(ii) Related organizations	3a(ii)		
b If "Yes" on line 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
1a Land				
b Buildings				
c Leasehold improvements		23,087.	8,396.	14,691.
d Equipment		19,407.	11,355.	8,052.
e Other				
Total. Add lines 1a through 1e. *(Column (d) must equal Form 990, Part X, column (B), line 10c.)* ▶				22,743.

Part VII Investments - Other Securities.

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

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

Part VIII Investments - Program Related.

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

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

Part IX Other Assets.

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

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

Part X Other Liabilities.

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

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

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

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

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

1	Total revenue, gains, and other support per audited financial statements			1	1,330,860.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:				
a	Net unrealized gains (losses) on investments	2a	2,547.		
b	Donated services and use of facilities	2b			
c	Recoveries of prior year grants	2c			
d	Other (Describe in Part XIII.)	2d	60,578.		
e	Add lines **2a** through **2d**			2e	63,125.
3	Subtract line **2e** from line **1**			3	1,267,735.
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIII.)	4b	-7,284.		
c	Add lines **4a** and **4b**			4c	-7,284.
5	Total revenue. Add lines **3** and **4c.** *(This must equal Form 990, Part I, line 12.)*			5	1,260,451.

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

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

1	Total expenses and losses per audited financial statements			1	1,305,241.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:				
a	Donated services and use of facilities	2a			
b	Prior year adjustments	2b			
c	Other losses	2c			
d	Other (Describe in Part XIII.)	2d	67,862.		
e	Add lines **2a** through **2d**			2e	67,862.
3	Subtract line **2e** from line **1**			3	1,237,379.
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIII.)	4b			
c	Add lines **4a** and **4b**			4c	0.
5	Total expenses. Add lines **3** and **4c.** *(This must equal Form 990, Part I, line 18.)*			5	1,237,379.

Part XIII Supplemental Information.

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

PART X, LINE 2:

THE ENTITY ACCOUNTS FOR THE EFFECT OF ANY UNCERTAIN TAX POSITIONS BASED ON A MORE LIKELY THAN NOT THRESHOLD TO THE RECOGNITION OF THE TAX POSITIONS BEING SUSTAINED BASED ON THE TECHNICAL MERITS OF THE POSITION UNDER EXAMINATION BY THE APPLICABLE TAXING AUTHORITY. IF A TAX POSITION OR POSITIONS ARE DEEMED TO RESULT IN UNCERTAINTIES OF THOSE POSITIONS, THE UNRECOGNIZED TAX BENEFITS ARE ESTIMATED BASED ON THE CUMULATIVE PROBABILITY ASSESSMENT THAT AGGREGATES THE ESTIMATED TAX LIABILITY FOR ALL UNCERTAIN TAX POSITIONS. TAX POSITIONS FOR THE ENTITY INCLUDE, BUT ARE NOT LIMITED TO, THE TAX-EXEMPT STATUS AND DETERMINATION OF WHETHER INCOME IS SUBJECT TO UNRELATED BUSINESS INCOME TAX. BASED ON ITS EVALUATION, THE ENTITY HAS CONCLUDED THAT THERE ARE NO SIGNIFICANT UNCERTAIN TAX POSITIONS

Part XIII Supplemental Information *(continued)*

REQUIRING RECOGNITION IN ITS FINANCIAL STATEMENTS. THE ENTITY'S EVALUATION WAS PERFORMED FOR TAX YEARS ENDED DECEMBER 31, 2018 THROUGH DECEMBER 31, 2021, FOR FEDERAL INCOME TAX, THE YEARS THAT REMAIN SUBJECT TO EXAMINATION BY MAJOR JURISDICTIONS AS OF DECEMBER 31, 2021.

PART XI, LINE 2D - OTHER ADJUSTMENTS:

RENT	60,578.

PART XI, LINE 4B - OTHER ADJUSTMENTS:

DIRECT FUNDRAISING EXPENSES	-7,284.

PART XII, LINE 2D - OTHER ADJUSTMENTS:

DIRECT FUNDRAISING EXPENSE	7,284.
RENT	60,578.
TOTAL TO SCHEDULE D, PART XII, LINE 2D	67,862.

SCHEDULE G (Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Information Regarding Fundraising or Gaming Activities

Complete if the organization answered "Yes" on Form 990, Part IV, line 17, 18, or 19, or if the organization entered more than $15,000 on Form 990-EZ, line 6a.

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

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

OMB No. 1545-0047

2021

Open to Public Inspection

Name of the organization: FIRST THINGS FIRST, INC.

Employer identification number: **-***8048

Part I **Fundraising Activities.** Complete if the organization answered "Yes" on Form 990, Part IV, line 17. Form 990-EZ filers are not required to complete this part.

1 Indicate whether the organization raised funds through any of the following activities. Check all that apply.

- **a** ☐ Mail solicitations
- **b** ☐ Internet and email solicitations
- **c** ☐ Phone solicitations
- **d** ☐ In-person solicitations
- **e** ☐ Solicitation of non-government grants
- **f** ☐ Solicitation of government grants
- **g** ☐ Special fundraising events

2 a Did the organization have a written or oral agreement with any individual (including officers, directors, trustees, or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services? ☐ **Yes** ☐ **No**

b If "Yes," list the 10 highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least $5,000 by the organization.

(i) Name and address of individual or entity (fundraiser)	**(ii)** Activity	**(iii)** Did fundraiser have custody or control of contributions? Yes	No	**(iv)** Gross receipts from activity	**(v)** Amount paid to (or retained by) fundraiser listed in col. **(i)**	**(vi)** Amount paid to (or retained by) organization
Total ▶						

3 List all states in which the organization is registered or licensed to solicit contributions or has been notified it is exempt from registration or licensing.

LHA **For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.**

Schedule G (Form 990) 2021

132081 10-21-21

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

		(a) Event #1 HOPE REIMAGINED (event type)	(b) Event #2 (event type)	(c) Other events NONE (total number)	(d) Total events (add col. (a) through col. (c))
Revenue	1 Gross receipts	146,415.			146,415.
	2 Less: Contributions	146,415.			146,415.
	3 Gross income (line 1 minus line 2)				
Direct Expenses	4 Cash prizes				
	5 Noncash prizes				
	6 Rent/facility costs	1,934.			1,934.
	7 Food and beverages				
	8 Entertainment				
	9 Other direct expenses	5,350.			5,350.
	10 Direct expense summary. Add lines 4 through 9 in column (d) ▶				7,284.
	11 Net income summary. Subtract line 10 from line 3, column (d) ▶				-7,284.

Part III **Gaming.** Complete if the organization answered "Yes" on Form 990, Part IV, line 19, or reported more than $15,000 on Form 990-EZ, line 6a.

		(a) Bingo	(b) Pull tabs/instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (add col. (a) through col. (c))
Revenue	1 Gross revenue				
Direct Expenses	2 Cash prizes				
	3 Noncash prizes				
	4 Rent/facility costs				
	5 Other direct expenses				
	6 Volunteer labor	☐ Yes ____ % ☐ No	☐ Yes ____ % ☐ No	☐ Yes ____ % ☐ No	
	7 Direct expense summary. Add lines 2 through 5 in column (d) ▶				
	8 Net gaming income summary. Subtract line 7 from line 1, column (d) ▶				

9 Enter the state(s) in which the organization conducts gaming activities: _____

a Is the organization licensed to conduct gaming activities in each of these states? ☐ Yes ☐ No

b If "No," explain: _____

10a Were any of the organization's gaming licenses revoked, suspended, or terminated during the tax year? ☐ Yes ☐ No

b If "Yes," explain: _____

11 Does the organization conduct gaming activities with nonmembers? ☐ Yes ☐ No

12 Is the organization a grantor, beneficiary or trustee of a trust, or a member of a partnership or other entity formed to administer charitable gaming? ☐ Yes ☐ No

13 Indicate the percentage of gaming activity conducted in:

a The organization's facility **13a** %

b An outside facility **13b** %

14 Enter the name and address of the person who prepares the organization's gaming/special events books and records:

Name ▶

Address ▶

15a Does the organization have a contract with a third party from whom the organization receives gaming revenue? ☐ Yes ☐ No

b If "Yes," enter the amount of gaming revenue received by the organization ▶ $ _____ and the amount of gaming revenue retained by the third party ▶ $ _____

c If "Yes," enter name and address of the third party:

Name ▶

Address ▶

16 Gaming manager information:

Name ▶

Gaming manager compensation ▶ $ _____

Description of services provided ▶

☐ Director/officer ☐ Employee ☐ Independent contractor

17 Mandatory distributions:

a Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? ☐ Yes ☐ No

b Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ $

Part IV **Supplemental Information.** Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions.

Part IV **Supplemental Information** *(continued)*

SCHEDULE O (Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.
▶ Attach to Form 990 or Form 990-EZ.
▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2021

Open to Public Inspection

Name of the organization: FIRST THINGS FIRST, INC.

Employer identification number: **-***8048

FORM 990, PART I, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

RELATIONSHIPS TO LIVE BETTER LIVES.

FORM 990, PART III, LINE 4D, OTHER PROGRAM SERVICES:

CROSS CUTTING INITIATIVE

EXPENSES $ 28,005. INCLUDING GRANTS OF $ 0. REVENUE $ 0.

OTHER INITIATIVE

EXPENSES $ 52,889. INCLUDING GRANTS OF $ 0. REVENUE $ 66,574.

FORM 990, PART VI, SECTION A, LINE 2:

THE FOLLOWING DIRECTORS ARE MARRIED COUPLES:

TODD & BETH HENON

BRENT & ANA FAULK

JIMMY & JACLYN BARNETT

EL & JENNIFER LAGUTIN

FORM 990, PART VI, SECTION B, LINE 11B:

A COPY OF THE 990 IS FIRST PRESENTED TO THE EXECUTIVE COMMITTEE OF THE BOARD. THE FORM 990 IS LATER SHARED WITH THE WHOLE BOARD AT A BOARD MEETING.

FORM 990, PART VI, SECTION B, LINE 12C:

THE BOARD IS REQUIRED TO FILL OUT THE CONFLICT OF INTEREST PAPERWORK YEARLY. IF ANY POTENTIAL CONFLICTS, THE EXECUTIVE COMMITTEE WILL ADDRESS THEM. ALL IS DOCUMENTED IN THE EMPLOYEE HANDBOOK.

Name of the organization: FIRST THINGS FIRST, INC.

Employer identification number: **-***8048

FORM 990, PART VI, SECTION B, LINE 15:

THE BOARD USES A FORMAL REVIEW PROCESS TO DETERMINE COMPENSATION FOR TOP MANAGEMENT, OFFICERS, AND KEY EMPLOYEES. COMPENSATION IS DETERMINED USING AN ANNUAL PERFORMANCE PLAN AND EXAMINATION OF COMPARABLE POSITIONS IN THE SOUTHEAST.

FORM 990, PART VI, SECTION C, LINE 19:

ALL POLICIES OF THE ORGANIZATION, GOVERNING DOCUMENTS, AND FINANCIAL STATEMENTS ARE KEPT AT THE ORGANIZATION'S OFFICE AND ARE AVAILABLE TO THE PUBLIC UPON REQUEST.

FORM 990, PART XII, LINE 2C

THE EXECUTIVE COMMITTEE OF THE BOARD ASSUMES RESPONSIBILITY FOR OVERSIGHT OF THE AUDIT AND SELECTION OF AN INDEPENDENT ACCOUNTANT, AT THE LEADING OF THE TREASURER OF THE BOARD. THIS PROCESS HAS NOT CHANGED FROM THE PRIOR YEAR.

2021 DEPRECIATION AND AMORTIZATION REPORT

FORM 990 PAGE 10 990

Asset No.	Description	Date Acquired	Method	Life	Conv	Line No.	Unadjusted Cost Or Basis	Bus % Excl	Section 179 Expense	* Reduction In Basis	Basis For Depreciation	Beginning Accumulated Depreciation	Current Sec 179 Expense	Current Year Deduction	Ending Accumulated Depreciation
1	BUILDING IMPROVEMENTS	01/16/18	SL	11.00		16	23,087.				23,087.	6,297.		2,099.	8,396.
2	COMPUTERS	VARIOUS	SL	5.00		16	13,950.				13,950.	1,498.		4,637.	6,135.
3	FURNITURE	VARIOUS	SL	7.00		16	5,457.				5,457.	4,650.		570.	5,220.
	* TOTAL 990 PAGE 10 DEPR						42,494.				42,494.	12,445.		7,306.	19,751.

128111 04-01-21

(D) - Asset disposed

* ITC, Salvage, Bonus, Commercial Revitalization Deduction, GO Zone

Form **4562**

Department of the Treasury
Internal Revenue Service (99)

Depreciation and Amortization
(Including Information on Listed Property)

990

▶ Attach to your tax return.

▶ Go to www.irs.gov/Form4562 for instructions and the latest information.

OMB No. 1545-0172

2021

Attachment Sequence No. **179**

Name(s) shown on return	Business or activity to which this form relates	Identifying number
FIRST THINGS FIRST, INC.	FORM 990 PAGE 10	**-***8048

Part I **Election To Expense Certain Property Under Section 179** **Note:** If you have any listed property, complete Part V before you complete Part I.

1	Maximum amount (see instructions)	1	1,050,000.
2	Total cost of section 179 property placed in service (see instructions)	2	
3	Threshold cost of section 179 property before reduction in limitation	3	2,620,000.
4	Reduction in limitation. Subtract line 3 from line 2. If zero or less, enter -0-	4	
5	Dollar limitation for tax year. Subtract line 4 from line 1. If zero or less, enter -0-. If married filing separately, see instructions	5	

6	(a) Description of property	(b) Cost (business use only)	(c) Elected cost

7	Listed property. Enter the amount from line 29	7	
8	Total elected cost of section 179 property. Add amounts in column (c), lines 6 and 7	8	
9	Tentative deduction. Enter the **smaller** of line 5 or line 8	9	
10	Carryover of disallowed deduction from line 13 of your 2020 Form 4562	10	
11	Business income limitation. Enter the smaller of business income (not less than zero) or line 5	11	
12	Section 179 expense deduction. Add lines 9 and 10, but don't enter more than line 11	12	
13	Carryover of disallowed deduction to 2022. Add lines 9 and 10, less line 12 ▶	13	

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

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

14	Special depreciation allowance for qualified property (other than listed property) placed in service during the tax year	14	
15	Property subject to section 168(f)(1) election	15	
16	Other depreciation (including ACRS)	16	7,306.

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

Section A

17	MACRS deductions for assets placed in service in tax years beginning before 2021	17	
18	If you are electing to group any assets placed in service during the tax year into one or more general asset accounts, check here ▶ ☐		

Section B - Assets Placed in Service During 2021 Tax Year Using the General Depreciation System

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

Section C - Assets Placed in Service During 2021 Tax Year Using the Alternative Depreciation System

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

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

21	Listed property. Enter amount from line 28	21	
22	**Total.** Add amounts from line 12, lines 14 through 17, lines 19 and 20 in column (g), and line 21. Enter here and on the appropriate lines of your return. Partnerships and S corporations - see instr.	22	7,306.
23	For assets shown above and placed in service during the current year, enter the portion of the basis attributable to section 263A costs	23	

Part V **Listed Property** (Include automobiles, certain other vehicles, certain aircraft, and property used for entertainment, recreation, or amusement.)

Note: For any vehicle for which you are using the standard mileage rate or deducting lease expense, complete **only** 24a, 24b, columns (a) through (c) of Section A, all of Section B, and Section C if applicable.

Section A - Depreciation and Other Information (Caution: See the instructions for limits for passenger automobiles.**)**

24a Do you have evidence to support the business/investment use claimed? ☐ **Yes** ☐ **No** **24b** If "Yes," is the evidence written? ☐ **Yes** ☐ **No**

(a) Type of property (list vehicles first)	(b) Date placed in service	(c) Business/ investment use percentage	(d) Cost or other basis	(e) Basis for depreciation (business/investment use only)	(f) Recovery period	(g) Method/ Convention	(h) Depreciation deduction	(i) Elected section 179 cost
25 Special depreciation allowance for qualified listed property placed in service during the tax year and used more than 50% in a qualified business use						**25**		
26 Property used more than 50% in a qualified business use:								
		%						
		%						
		%						
27 Property used 50% or less in a qualified business use:								
		%				S/L -		
		%				S/L -		
		%				S/L -		
28 Add amounts in column (h), lines 25 through 27. Enter here and on line 21, page 1						**28**		
29 Add amounts in column (i), line 26. Enter here and on line 7, page 1							**29**	

Section B - Information on Use of Vehicles

Complete this section for vehicles used by a sole proprietor, partner, or other "more than 5% owner," or related person. If you provided vehicles to your employees, first answer the questions in Section C to see if you meet an exception to completing this section for those vehicles.

	(a) Vehicle		(b) Vehicle		(c) Vehicle		(d) Vehicle		(e) Vehicle		(f) Vehicle	
30 Total business/investment miles driven during the year (**don't** include commuting miles)												
31 Total commuting miles driven during the year												
32 Total other personal (noncommuting) miles driven												
33 Total miles driven during the year. Add lines 30 through 32												
	Yes	**No**	**Yes**	**No**	**Yes**	**No**	**Yes**	**No**	**Yes**	**No**	**Yes**	**No**
34 Was the vehicle available for personal use during off-duty hours?												
35 Was the vehicle used primarily by a more than 5% owner or related person?												
36 Is another vehicle available for personal use?												

Section C - Questions for Employers Who Provide Vehicles for Use by Their Employees

Answer these questions to determine if you meet an exception to completing Section B for vehicles used by employees who **aren't** more than 5% owners or related persons.

	Yes	**No**
37 Do you maintain a written policy statement that prohibits all personal use of vehicles, including commuting, by your employees?		
38 Do you maintain a written policy statement that prohibits personal use of vehicles, except commuting, by your employees? See the instructions for vehicles used by corporate officers, directors, or 1% or more owners		
39 Do you treat all use of vehicles by employees as personal use?		
40 Do you provide more than five vehicles to your employees, obtain information from your employees about the use of the vehicles, and retain the information received?		
41 Do you meet the requirements concerning qualified automobile demonstration use?		

Note: If your answer to 37, 38, 39, 40, or 41 is "Yes," don't complete Section B for the covered vehicles.

Part VI **Amortization**

(a) Description of costs	(b) Date amortization begins	(c) Amortizable amount	(d) Code section	(e) Amortization period or percentage	(f) Amortization for this year
42 Amortization of costs that begins during your 2021 tax year:					
43 Amortization of costs that began before your 2021 tax year				**43**	
44 **Total.** Add amounts in column (f). See the instructions for where to report				**44**	

EXTENDED TO NOVEMBER 15, 2023

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 for instructions and the latest information.

OMB No. 1545-0047

2022

Open to Public Inspection

A For the 2022 calendar year, or tax year beginning and ending

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

C Name of organization: FIRST THINGS FIRST, INC.

Doing business as

Number and street (or P.O. box if mail is not delivered to street address): 620 LINDSAY STREET, STE 100 | Room/suite

City or town, state or province, country, and ZIP or foreign postal code: CHATTANOOGA, TN 37403

D Employer identification number: **-***8048

E Telephone number: (423)267-5383

G Gross receipts $ 1,468,818.

F Name and address of principal officer: LAUREN HALL
SAME AS C ABOVE

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

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

J Website: WWW.FIRSTTHINGS.ORG

H(c) Group exemption number

K Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other

L Year of formation: 1997 **M** State of legal domicile: TN

Part I Summary

Activities & Governance

1 Briefly describe the organization's mission or most significant activities: THE MISSION OF FIRST THINGS FIRST IS TO PROVIDE RESOURCES THAT GUIDE PEOPLE IN THEIR

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

3	Number of voting members of the governing body (Part VI, line 1a)	3	18
4	Number of independent voting members of the governing body (Part VI, line 1b)	4	17
5	Total number of individuals employed in calendar year 2022 (Part V, line 2a)	5	14
6	Total number of volunteers (estimate if necessary)	6	20
7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	0.
b	Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	0.

			Prior Year	Current Year
Revenue	8	Contributions and grants (Part VIII, line 1h)	1,199,519.	1,450,997.
	9	Program service revenue (Part VIII, line 2g)	68,154.	17,800.
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	62.	-111.
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	-7,284.	-22,765.
	12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	1,260,451.	1,445,921.
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	0.	0.
	14	Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	723,127.	814,459.
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	0.	0.
	b	Total fundraising expenses (Part IX, column (D), line 25) 113,768.		
	17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	514,252.	555,909.
	18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	1,237,379.	1,370,368.
	19	Revenue less expenses. Subtract line 18 from line 12	23,072.	75,553.
			Beginning of Current Year	**End of Year**
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	302,682.	440,699.
	21	Total liabilities (Part X, line 26)	168,706.	231,170.
	22	Net assets or fund balances. Subtract line 21 from line 20	133,976.	209,529.

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

LAUREN HALL, PRESIDENT AND CEO
Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name	Preparer's signature	Date	Check ☐ if self-employed	PTIN
PAUL JOHNSON III, CPA				P00932002

Firm's name: JOHNSON, MURPHEY & WRIGHT, P.C. | Firm's EIN: **-***3134

Firm's address: 301 NORTH MARKET STREET
CHATTANOOGA, TN 37405 | Phone no. (423)756-1170

May the IRS discuss this return with the preparer shown above? See instructions ☒ Yes ☐ No

SEE SCHEDULE O FOR ORGANIZATION MISSION STATEMENT CONTINUATION

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:
FIRST THINGS FIRST BELIEVES THAT EVERYONE SHOULD HAVE ACCESS TO THE HEALTHY RELATIONSHIP SKILLS THEY NEED. WE PROVIDE RESOURCES THAT GUIDE PEOPLE IN THEIR RELATIONSHIPS SO THEY CAN LIVE BETTER LIVES.

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 $ 528,637. including grants of $) (Revenue $)
MARRIAGE INITIATIVE - THIS PROGRAM IS NON-GRANT RELATED PROGRAMMING THAT INCLUDES FAITH-BASED PREMARITAL EDUCATION, MARRIAGE ENRICHMENT, MARRIAGE RETREATS, CLASSES FOR SINGLES INTERESTED IN MARRIAGE, DATE NIGHT EVENTS, AND SPEAKING ENGAGEMENTS ALL GEARED TOWARD HELPING PEOPLE BUILD STRONG MARRIAGES.

4b (Code:) (Expenses $ 202,533. including grants of $) (Revenue $)
FATHERING INITIATIVE - HELPING FATHERS BECOME MORE INVOLVED IN THE LIVES OF THEIR CHILDREN. GOAL IS TO INCREASE FATHER INVOLVEMENT WITH CHILDREN BY 30%. DAD READY IS A CLASS FOR FIRST TIME FATHERS DESIGNED TO TEACH THE VALUE OF CONNECTING WITH CHILDREN EARLY. DADS MAKING A DIFFERENCE IS A CLASS FOR MEN WHO ARE BEHIND ON THEIR CHILD SUPPORT. THE GOAL OF THIS CLASS IS TO HELP THESE MEN BECOME PRODUCTIVE, INVOLVED IN THEIR CHILDREN'S LIVES AND PAYING THEIR CHILD SUPPORT.

4c (Code:) (Expenses $ 320,598. including grants of $) (Revenue $)
PARENTING PROJECTS - DONUTS FOR DADS, MUFFINS FOR MOMS, PARENTING IN THE BRAVE NEW DIGITAL WORLD AND OTHER PARENTING CLASSES ARE OFFERED TO HELP PARENTS KNOW HOW TO BE ACTIVELY INVOLVED IN THE LIFE OF THEIR CHILD IN A HEALTHY WAY.

4d Other program services (Describe on Schedule O.)
(Expenses $ 50,645. including grants of $) (Revenue $ 17,800.)

4e Total program service expenses 1,102,413.

Part IV Checklist of Required Schedules

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

Part IV Checklist of Required Schedules *(continued)*

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

Part V Statements Regarding Other IRS Filings and Tax Compliance

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

				Yes	No
1a	Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	1a	17		
b	Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	1b	0		
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c			

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

				Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a 14			
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?		2b	X	
3a	Did the organization have unrelated business gross income of $1,000 or more during the year?		3a		X
b	If "Yes," has it filed a Form 990-T for this year? *If "No" to line 3b, provide an explanation on Schedule O*		3b		
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?		4a		X
b	If "Yes," enter the name of the foreign country _____ See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).				
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?		5a		X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		5b		X
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?		5c		
6a	Does the organization have annual gross receipts that are normally greater than $100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?		6a		X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		6b		
7	**Organizations that may receive deductible contributions under section 170(c).**				
a	Did the organization receive a payment in excess of $75 made partly as a contribution and partly for goods and services provided to the payor?		7a		X
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?		7b		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		7c		X
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d			
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		7e		X
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		7f		X
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		7g		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		7h		
8	**Sponsoring organizations maintaining donor advised funds.** Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?		8		
9	**Sponsoring organizations maintaining donor advised funds.**				
a	Did the sponsoring organization make any taxable distributions under section 4966?		9a		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?		9b		
10	**Section 501(c)(7) organizations.** Enter:				
a	Initiation fees and capital contributions included on Part VIII, line 12	10a			
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b			
11	**Section 501(c)(12) organizations.** Enter:				
a	Gross income from members or shareholders	11a			
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b			
12a	**Section 4947(a)(1) non-exempt charitable trusts.** Is the organization filing Form 990 in lieu of Form 1041?		12a		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b			
13	**Section 501(c)(29) qualified nonprofit health insurance issuers.**				
a	Is the organization licensed to issue qualified health plans in more than one state? **Note:** See the instructions for additional information the organization must report on Schedule O.		13a		
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	13b			
c	Enter the amount of reserves on hand	13c			
14a	Did the organization receive any payments for indoor tanning services during the tax year?		14a		X
b	If "Yes," has it filed a Form 720 to report these payments? *If "No," provide an explanation on Schedule O*		14b		
15	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 the instructions and file Form 4720, Schedule N.		15		X
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.		16		X
17	**Section 501(c)(21) organizations.** Did the trust, or any disqualified or other person engage in any activities that would result in the imposition of an excise tax under section 4951, 4952 or 4953? If "Yes," complete Form 6069.		17		

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

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

Section A. Governing Body and Management

				Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year	1a	18		
	If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.				
b	Enter the number of voting members included on line 1a, above, who are independent	1b	17		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2		X	
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?	3			X
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4			X
5	Did the organization become aware during the year of a significant diversion of the organization's assets?	5			X
6	Did the organization have members or stockholders?	6			X
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a			X
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b			X
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
a	The governing body?	8a		X	
b	Each committee with authority to act on behalf of the governing body?	8b		X	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? *If "Yes," provide the names and addresses on Schedule O*	9			X

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

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

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed TN

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.

[ ] Own website [ ] Another's website [X] Upon request [ ] Other *(explain on Schedule O)*

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

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

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1200 MARKET STREET, CHATTANOOGA, TN 37402

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

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

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

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

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than $100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than $100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than $10,000 of reportable compensation from the organization and any related organizations.

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

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee): Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
(1) LAUREN HALL PRESIDENT & CEO	40.00	X		X				86,064.	0.	0.
(2) DAVID ALLEN DIRECTOR	1.00	X						0.	0.	0.
(3) JIMMY BARNETT DIRECTOR	1.00	X						0.	0.	0.
(4) JULIAN BELL BOARD CHAIR	1.00	X		X				0.	0.	0.
(5) BRENT FAULK DIRECTOR	1.00	X						0.	0.	0.
(6) ANA FAULK DIRECTOR	1.00	X						0.	0.	0.
(7) RON HARRIS DIRECTOR	1.00	X						0.	0.	0.
(8) TODD HENON DIRECTOR	1.00	X						0.	0.	0.
(9) BETH HENON DIRECTOR	1.00	X						0.	0.	0.
(10) RHEY HOUSTON EXECUTIVE COMMITTEE AT LARGE	1.00	X		X				0.	0.	0.
(11) EL LAGUTIN DIRECTOR	1.00	X						0.	0.	0.
(12) JENNIFER LAGUTIN SECRETARY	1.00	X		X				0.	0.	0.
(13) RYAN LUSK TREASURER	1.00	X		X				0.	0.	0.
(14) WILSON MEADS DIRECTOR	1.00	X						0.	0.	0.
(15) KATHY PATTON DIRECTOR	1.00	X						0.	0.	0.
(16) BUDDY PRESLEY DIRECTOR	1.00	X						0.	0.	0.
(17) KIRK STEHR VICE CHAIR	1.00	X		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 line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee): Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
(18) MIKE WEBB PREVIOUS BOARD CHAIR	1.00	X		X				0.	0.	0.
1b Subtotal								86,064.	0.	0.
c Total from continuation sheets to Part VII, Section A								0.	0.	0.
d Total (add lines 1b and 1c)								86,064.	0.	0.

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 0

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

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
NONE		

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 0

Part VIII Statement of Revenue

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

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514
Contributions, Gifts, Grants and Other Similar Amounts	1 a Federated campaigns	1a					
	b Membership dues	1b					
	c Fundraising events	1c	45,485.				
	d Related organizations	1d					
	e Government grants (contributions)	1e	243,496.				
	f All other contributions, gifts, grants, and similar amounts not included above	1f	1,162,016.				
	g Noncash contributions included in lines 1a-1f	1g	$				
	h **Total.** Add lines 1a-1f			1,450,997.			
Program Service Revenue			Business Code				
	2 a EVENT SUPPORTING PROD		624100	14,049.	14,049.		
	b EVENT REGISTRATIONS AN		624100	3,751.	3,751.		
	c						
	d						
	e						
	f All other program service revenue						
	g **Total.** Add lines 2a-2f			17,800.			
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)			21.			21.
	4 Income from investment of tax-exempt bond proceeds						
	5 Royalties						
			(i) Real / (ii) Personal				
	6 a Gross rents	6a					
	b Less: rental expenses	6b					
	c Rental income or (loss)	6c					
	d Net rental income or (loss)						
			(i) Securities / (ii) Other				
	7 a Gross amount from sales of assets other than inventory	7a					
	b Less: cost or other basis and sales expenses	7b	132.				
	c Gain or (loss)	7c	-132.				
	d Net gain or (loss)			-132.			-132.
	8 a Gross income from fundraising events (not including $ 45,485. of contributions reported on line 1c). See Part IV, line 18	8a	0.				
	b Less: direct expenses	8b	22,765.				
	c Net income or (loss) from fundraising events			-22,765.			-22,765.
	9 a Gross income from gaming activities. See Part IV, line 19	9a					
	b Less: direct expenses	9b					
	c Net income or (loss) from gaming activities						
	10 a Gross sales of inventory, less returns and allowances	10a					
	b Less: cost of goods sold	10b					
	c Net income or (loss) from sales of inventory						
Miscellaneous Revenue			Business Code				
	11 a						
	b						
	c						
	d All other revenue						
	e **Total.** Add lines 11a-11d						
	12 **Total revenue.** See instructions			1,445,921.	17,800.	0.	-22,876.

Part IX Statement of Functional Expenses

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

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

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	86,064.	68,851.	6,885.	10,328.
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	599,349.	477,540.	49,067.	72,742.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9 Other employee benefits	78,280.	56,864.	12,059.	9,357.
10 Payroll taxes	50,766.	39,292.	5,188.	6,286.
11 Fees for services (nonemployees):				
a Management				
b Legal	1,126.	1,126.		
c Accounting	35,876.		35,876.	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.)	107,340.	92,425.	11,879.	3,036.
12 Advertising and promotion				
13 Office expenses	34,847.	22,545.	12,302.	
14 Information technology				
15 Royalties				
16 Occupancy	18,594.	18,594.		
17 Travel	12,282.	7,026.	5,022.	234.
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	17,084.	16,794.	290.	
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	5,963.	5,963.		
23 Insurance	8,715.	176.	8,539.	
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a PROGRAM DEVELOPMENT	243,806.	242,467.	1,339.	
b POSTAGE AND PRINTING	35,151.	22,598.	768.	11,785.
c EVENTS	30,786.	29,764.	1,022.	
d				
e All other expenses	4,339.	388.	3,951.	
25 **Total functional expenses.** Add lines 1 through 24e	1,370,368.	1,102,413.	154,187.	113,768.
26 **Joint costs.** Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ☐ if following SOP 98-2 (ASC 958-720)				

Part X Balance Sheet

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

				(A) Beginning of year		(B) End of year
Assets	1	Cash - non-interest-bearing		68,899.	1	100.
	2	Savings and temporary cash investments		201,679.	2	217,115.
	3	Pledges and grants receivable, net		1,310.	3	7,943.
	4	Accounts receivable, net			4	
	5	Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons			5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)			6	
	7	Notes and loans receivable, net			7	
	8	Inventories for sale or use			8	
	9	Prepaid expenses and deferred charges		8,051.	9	0.
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 48,179.			
	b	Less: accumulated depreciation	10b 23,028.	22,743.	10c	25,151.
	11	Investments - publicly traded securities			11	
	12	Investments - other securities. See Part IV, line 11			12	
	13	Investments - program-related. See Part IV, line 11			13	
	14	Intangible assets			14	
	15	Other assets. See Part IV, line 11		0.	15	190,390.
	16	**Total assets.** Add lines 1 through 15 (must equal line 33)		302,682.	16	440,699.
Liabilities	17	Accounts payable and accrued expenses		45,493.	17	40,780.
	18	Grants payable			18	
	19	Deferred revenue			19	
	20	Tax-exempt bond liabilities			20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D			21	
	22	Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons			22	
	23	Secured mortgages and notes payable to unrelated third parties			23	
	24	Unsecured notes and loans payable to unrelated third parties		123,213.	24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D		0.	25	190,390.
	26	**Total liabilities.** Add lines 17 through 25		168,706.	26	231,170.
Net Assets or Fund Balances		**Organizations that follow FASB ASC 958, check here** X **and complete lines 27, 28, 32, and 33.**				
	27	Net assets without donor restrictions		133,976.	27	209,529.
	28	Net assets with donor restrictions			28	
		Organizations that do not follow FASB ASC 958, check here ☐ **and complete lines 29 through 33.**				
	29	Capital stock or trust principal, or current funds			29	
	30	Paid-in or capital surplus, or land, building, or equipment fund			30	
	31	Retained earnings, endowment, accumulated income, or other funds			31	
	32	Total net assets or fund balances		133,976.	32	209,529.
	33	Total liabilities and net assets/fund balances		302,682.	33	440,699.

Part XI Reconciliation of Net Assets

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

1	Total revenue (must equal Part VIII, column (A), line 12)	1	1,445,921.
2	Total expenses (must equal Part IX, column (A), line 25)	2	1,370,368.
3	Revenue less expenses. Subtract line 2 from line 1	3	75,553.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	133,976.
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	0.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	209,529.

Part XII Financial Statements and Reporting

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

			Yes	No
1	Accounting method used to prepare the Form 990: ☐ Cash ☒ Accrual ☐ Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.			
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?	2a		X
	If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis			
b	Were the organization's financial statements audited by an independent accountant?	2b	X	
	If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: ☒ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis			
c	If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?	2c	X	
	If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.			
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F?	3a		X
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits	3b		

SCHEDULE A
(Form 990)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

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

OMB No. 1545-0047

2022

Open to Public Inspection

Name of the organization FIRST THINGS FIRST, INC.

Employer identification number **-***8048

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).)

3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**

4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state: _____

5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)

6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**

7 ☒ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)

8 ☐ A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)

9 ☐ An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: _____

10 ☐ An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)

11 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**

12 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3).** Check the box on 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? **Yes**	**No**	**(v)** Amount of monetary support (see instructions)	**(vi)** Amount of other support (see instructions)
Total						

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

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

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	1566108.	1510826.	1181414.	1199519.	1450997.	6908864.
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 **Total.** Add lines 1 through 3	1566108.	1510826.	1181414.	1199519.	1450997.	6908864.
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						863,101.
6 **Public support.** Subtract line 5 from line 4.						6045763.

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(f) Total
7 Amounts from line 4	1566108.	1510826.	1181414.	1199519.	1450997.	6908864.
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources	277.	191.	155.	62.	21.	706.
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)		2,416.				2,416.
11 **Total support.** Add lines 7 through 10						6911986.

12 Gross receipts from related activities, etc. (see instructions) 12 351,942.

13 **First 5 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

14 Public support percentage for 2022 (line 6, column (f), divided by line 11, column (f)) 14 87.47 %

15 Public support percentage from 2021 Schedule A, Part II, line 14 15 85.67 %

16a **33 1/3% support test - 2022.** 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 - 2021.** 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 - 2022.** 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 - 2021.** 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) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 **Total.** Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of $5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 **Public support.** (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 **Total support.** (Add lines 9, 10c, 11, and 12.)						

14 **First 5 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

15 Public support percentage for 2022 (line 8, column (f), divided by line 13, column (f))	15	%
16 Public support percentage from 2021 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for **2022** (line 10c, column (f), divided by line 13, column (f))	17	%
18 Investment income percentage from **2021** Schedule A, Part III, line 17	18	%

19a **33 1/3% support tests - 2022.** 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 - 2021.** 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 box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

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

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

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

Section B. Type I Supporting Organizations

			Yes	No
1	Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? *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 officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.*	**1**		
2	Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? *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.*	**2**		

Section C. Type II Supporting Organizations

			Yes	No
1	Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? *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).*	**1**		

Section D. All Type III Supporting Organizations

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

Section E. Type III Functionally Integrated Supporting Organizations

1 *Check the box next to the method that the organization used to satisfy the Integral Part Test during the yea* **(see instructions).**

a ☐ The organization satisfied the Activities Test. *Complete* **line 2** *below.*

b ☐ The organization is the parent of each of its supported organizations. *Complete* **line 3** *below.*

c ☐ The organization supported a governmental entity. *Describe in* **Part VI** *how you supported a governmental entity (see instructions).*

			Yes	No
2	Activities Test. **Answer lines 2a and 2b below.**			
a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? *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.*	**2a**		
b	Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? *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.*	**2b**		
3	Parent of Supported Organizations. **Answer lines 3a and 3b below.**			
a	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? *If "Yes" or "No" provide details in* **Part VI.**	**3a**		
b	Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? *If "Yes," describe in* **Part VI** *the role played by the organization in this regard.*	**3b**		

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

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

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

Section B - Minimum Asset Amount			(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):			
a	Average monthly value of securities	1a		
b	Average monthly cash balances	1b		
c	Fair market value of other non-exempt-use assets	1c		
d	**Total** (add lines 1a, 1b, and 1c)	1d		
e	**Discount** claimed for blockage or other factors (*explain in detail in* **Part VI**):			
2	Acquisition indebtedness applicable to non-exempt-use assets	2		
3	Subtract line 2 from line 1d.	3		
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4		
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5		
6	Multiply line 5 by 0.035.	6		
7	Recoveries of prior-year distributions	7		
8	**Minimum Asset Amount** (add line 7 to line 6)	8		

Section C - Distributable Amount				Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	1		
2	Enter 0.85 of line 1.	2		
3	Minimum asset amount for prior year (from Section B, line 8, column A)	3		
4	Enter greater of line 2 or line 3.	4		
5	Income tax imposed in prior year	5		
6	**Distributable Amount.** Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6		

7 ☐ Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).

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

Section D - Distributions			**Current Year**
1	Amounts paid to supported organizations to accomplish exempt purposes	1	
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2	
3	Administrative expenses paid to accomplish exempt purposes of supported organizations	3	
4	Amounts paid to acquire exempt-use assets	4	
5	Qualified set-aside amounts (prior IRS approval required - *provide details in* **Part VI**)	5	
6	Other distributions (*describe in* **Part VI**). See instructions.	6	
7	**Total annual distributions.** Add lines 1 through 6.	7	
8	Distributions to attentive supported organizations to which the organization is responsive (*provide details in* **Part VI**). See instructions.	8	
9	Distributable amount for 2022 from Section C, line 6	9	
10	Line 8 amount divided by line 9 amount	10	

Section E - Distribution Allocations (see instructions)		**(i) Excess Distributions**	**(ii) Underdistributions Pre-2022**	**(iii) Distributable Amount for 2022**
1	Distributable amount for 2022 from Section C, line 6			
2	Underdistributions, if any, for years prior to 2022 (reasonable cause required - *explain in* **Part VI**). See instructions.			
3	Excess distributions carryover, if any, to 2022			
a	From 2017			
b	From 2018			
c	From 2019			
d	From 2020			
e	From 2021			
f	**Total** of lines 3a through 3e			
g	Applied to underdistributions of prior years			
h	Applied to 2022 distributable amount			
i	Carryover from 2017 not applied (see instructions)			
j	Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4	Distributions for 2022 from Section D, line 7: $			
a	Applied to underdistributions of prior years			
b	Applied to 2022 distributable amount			
c	Remainder. Subtract lines 4a and 4b from line 4.			
5	Remaining underdistributions for years prior to 2022, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, *explain in* **Part VI.** See instructions.			
6	Remaining underdistributions for 2022. Subtract lines 3h and 4b from line 1. For result greater than zero, *explain in* **Part VI**. See instructions.			
7	**Excess distributions carryover to 2023.** Add lines 3j and 4c.			
8	Breakdown of line 7:			
a	Excess from 2018			
b	Excess from 2019			
c	Excess from 2020			
d	Excess from 2021			
e	Excess from 2022			

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.)

SCHEDULE A, PART II, LINE 10, EXPLANATION FOR OTHER INCOME:

MISCELLANEOUS

2019 AMOUNT: $ 2,416.

SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

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

OMB No. 1545-0047
2022
Open to Public Inspection

Name of the organization FIRST THINGS FIRST, INC.

Employer identification number **-***8048

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
1	Total number at end of year		
2	Aggregate value of contributions to (during year)		
3	Aggregate value of grants from (during year)		
4	Aggregate value at end of year		

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ☐ 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 (for example, recreation or education)
☐ Preservation of a 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 Tax Year
a	Total number of conservation easements	2a	
b	Total acreage restricted by conservation easements	2b	
c	Number of conservation easements on a certified historic structure included in (a)	2c	
d	Number of conservation easements included in (c) acquired after July 25,2006, and not on a historic structure listed in the National Register	2d	

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 FASB 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 FASB 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 FASB 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 make significant use of its collection items (check all that apply):

a ☐ Public exhibition
b ☐ Scholarly research
c ☐ Preservation for future generations
d ☐ Loan or exchange program
e ☐ Other _____

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

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

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

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

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

		Amount
c Beginning balance	1c	
d Additions during the year	1d	
e Distributions during the year	1e	
f Ending balance	1f	

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII ☐

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

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

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

a Board designated or quasi-endowment _____%

b Permanent endowment _____%

c Term 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:

		Yes	No
(i) Unrelated organizations	3a(i)		
(ii) Related organizations	3a(ii)		
b If "Yes" on line 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
1a Land				
b Buildings				
c Leasehold improvements		23,087.	10,495.	12,592.
d Equipment		25,092.	12,533.	12,559.
e Other				
Total. Add lines 1a through 1e. *(Column (d) must equal Form 990, Part X, column (B), line 10c.)*				25,151.

Part VII Investments - Other Securities.

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

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

Part VIII Investments - Program Related.

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

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Col. (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) RIGHT OF USE ASSET	190,390.
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, col. (B) line 15.)*	190,390.

Part X Other Liabilities.

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

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) LEASE LIABILITY	190,390.
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, col. (B) line 25.)*	190,390.

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

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

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

1	Total revenue, gains, and other support per audited financial statements			1	1,572,534.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:				
a	Net unrealized gains (losses) on investments	2a			
b	Donated services and use of facilities	2b			
c	Recoveries of prior year grants	2c			
d	Other (Describe in Part XIII.)	2d	103,848.		
e	Add lines **2a** through **2d**			2e	103,848.
3	Subtract line **2e** from line **1**			3	1,468,686.
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIII.)	4b	-22,765.		
c	Add lines **4a** and **4b**			4c	-22,765.
5	Total revenue. Add lines **3** and **4c.** *(This must equal Form 990, Part I, line 12.)*			5	1,445,921.

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

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

1	Total expenses and losses per audited financial statements			1	1,496,981.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:				
a	Donated services and use of facilities	2a			
b	Prior year adjustments	2b			
c	Other losses	2c			
d	Other (Describe in Part XIII.)	2d	126,613.		
e	Add lines **2a** through **2d**			2e	126,613.
3	Subtract line **2e** from line **1**			3	1,370,368.
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIII.)	4b			
c	Add lines **4a** and **4b**			4c	0.
5	Total expenses. Add lines **3** and **4c.** *(This must equal Form 990, Part I, line 18.)*			5	1,370,368.

Part XIII Supplemental Information.

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

PART X, LINE 2:

THE ENTITY ACCOUNTS FOR THE EFFECT OF ANY UNCERTAIN TAX POSITIONS BASED ON A MORE LIKELY THAN NOT THRESHOLD TO THE RECOGNITION OF THE TAX POSITIONS BEING SUSTAINED BASED ON THE TECHNICAL MERITS OF THE POSITION UNDER EXAMINATION BY THE APPLICABLE TAXING AUTHORITY. IF A TAX POSITION OR POSITIONS ARE DEEMED TO RESULT IN UNCERTAINTIES OF THOSE POSITIONS, THE UNRECOGNIZED TAX BENEFITS ARE ESTIMATED BASED ON THE CUMULATIVE PROBABILITY ASSESSMENT THAT AGGREGATES THE ESTIMATED TAX LIABILITY FOR ALL UNCERTAIN TAX POSITIONS. TAX POSITIONS FOR THE ENTITY INCLUDE, BUT ARE NOT LIMITED TO, THE TAX-EXEMPT STATUS AND DETERMINATION OF WHETHER INCOME IS SUBJECT TO UNRELATED BUSINESS INCOME TAX. BASED ON ITS EVALUATION, THE ENTITY HAS CONCLUDED THAT THERE ARE NO SIGNIFICANT UNCERTAIN TAX POSITIONS

Part XIII Supplemental Information *(continued)*

REQUIRING RECOGNITION IN ITS FINANCIAL STATEMENTS. THE ENTITY'S EVALUATION WAS PERFORMED FOR TAX YEARS ENDED DECEMBER 31, 2019 THROUGH DECEMBER 31, 2022, FOR FEDERAL INCOME TAX, THE YEARS THAT REMAIN SUBJECT TO EXAMINATION BY MAJOR JURISDICTIONS AS OF DECEMBER 31, 2022.

PART XI, LINE 2D - OTHER ADJUSTMENTS:

RENT	103,848.

PART XI, LINE 4B - OTHER ADJUSTMENTS:

DIRECT FUNDRAISING EXPENSES	-22,765.

PART XII, LINE 2D - OTHER ADJUSTMENTS:

DIRECT FUNDRAISING EXPENSE	22,765.
RENT	103,848.
TOTAL TO SCHEDULE D, PART XII, LINE 2D	126,613.

SCHEDULE G (Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Information Regarding Fundraising or Gaming Activities

Complete if the organization answered "Yes" on Form 990, Part IV, line 17, 18, or 19, or if the organization entered more than $15,000 on Form 990-EZ, line 6a.

Attach to Form 990 or Form 990-EZ.

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

OMB No. 1545-0047

2022

Open to Public Inspection

Name of the organization: FIRST THINGS FIRST, INC.

Employer identification number: **-***8048

Part I **Fundraising Activities.** Complete if the organization answered "Yes" on Form 990, Part IV, line 17. Form 990-EZ filers are not required to complete this part.

1 Indicate whether the organization raised funds through any of the following activities. Check all that apply.

- **a** ☐ Mail solicitations
- **b** ☐ Internet and email solicitations
- **c** ☐ Phone solicitations
- **d** ☐ In-person solicitations
- **e** ☐ Solicitation of non-government grants
- **f** ☐ Solicitation of government grants
- **g** ☐ Special fundraising events

2 a Did the organization have a written or oral agreement with any individual (including officers, directors, trustees, or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services? ☐ **Yes** ☐ **No**

b If "Yes," list the 10 highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least $5,000 by the organization.

(i) Name and address of individual or entity (fundraiser)	**(ii)** Activity	**(iii)** Did fundraiser have custody or control of contributions? Yes	No	**(iv)** Gross receipts from activity	**(v)** Amount paid to (or retained by) fundraiser listed in col. **(i)**	**(vi)** Amount paid to (or retained by) organization
Total						

3 List all states in which the organization is registered or licensed to solicit contributions or has been notified it is exempt from registration or licensing.

LHA **For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.**

Schedule G (Form 990) 2022

232081 10-27-22

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

		(a) Event #1 SIDE BY SIDE (event type)	(b) Event #2 (event type)	(c) Other events NONE (total number)	(d) Total events (add col. (a) through col. (c))
Revenue	1 Gross receipts	45,485.			45,485.
	2 Less: Contributions	45,485.			45,485.
	3 Gross income (line 1 minus line 2)				
Direct Expenses	4 Cash prizes				
	5 Noncash prizes				
	6 Rent/facility costs	3,852.			3,852.
	7 Food and beverages				
	8 Entertainment				
	9 Other direct expenses	18,913.			18,913.
	10 Direct expense summary. Add lines 4 through 9 in column (d)				22,765.
	11 Net income summary. Subtract line 10 from line 3, column (d)				-22,765.

Part III **Gaming.** Complete if the organization answered "Yes" on Form 990, Part IV, line 19, or reported more than $15,000 on Form 990-EZ, line 6a.

		(a) Bingo	(b) Pull tabs/instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (add col. (a) through col. (c))
Revenue	1 Gross revenue				
Direct Expenses	2 Cash prizes				
	3 Noncash prizes				
	4 Rent/facility costs				
	5 Other direct expenses				
	6 Volunteer labor	☐ Yes ____ % ☐ No	☐ Yes ____ % ☐ No	☐ Yes ____ % ☐ No	
	7 Direct expense summary. Add lines 2 through 5 in column (d)				
	8 Net gaming income summary. Subtract line 7 from line 1, column (d)				

9 Enter the state(s) in which the organization conducts gaming activities: _____

a Is the organization licensed to conduct gaming activities in each of these states? ☐ Yes ☐ No

b If "No," explain: _____

10a Were any of the organization's gaming licenses revoked, suspended, or terminated during the tax year? ☐ Yes ☐ No

b If "Yes," explain: _____

11 Does the organization conduct gaming activities with nonmembers? ☐ Yes ☐ No

12 Is the organization a grantor, beneficiary or trustee of a trust, or a member of a partnership or other entity formed to administer charitable gaming? ☐ Yes ☐ No

13 Indicate the percentage of gaming activity conducted in:

a The organization's facility **13a** %

b An outside facility **13b** %

14 Enter the name and address of the person who prepares the organization's gaming/special events books and records:

Name

Address

15a Does the organization have a contract with a third party from whom the organization receives gaming revenue? ☐ Yes ☐ No

b If "Yes," enter the amount of gaming revenue received by the organization $ and the amount of gaming revenue retained by the third party $

c If "Yes," enter name and address of the third party:

Name

Address

16 Gaming manager information:

Name

Gaming manager compensation $

Description of services provided

☐ Director/officer ☐ Employee ☐ Independent contractor

17 Mandatory distributions:

a Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? ☐ Yes ☐ No

b Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year $

Part IV **Supplemental Information.** Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions.

Part IV **Supplemental Information** *(continued)*

SCHEDULE O (Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.
Attach to Form 990 or Form 990-EZ.
Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2022

Open to Public Inspection

Name of the organization: FIRST THINGS FIRST, INC.

Employer identification number: **-***8048

FORM 990, PART I, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

RELATIONSHIPS SO THEY CAN LIVE BETTER LIVES.

FORM 990, PART III, LINE 4D, OTHER PROGRAM SERVICES:

CROSS-CUTTING INITIATIVE

EXPENSES $ 18,489. INCLUDING GRANTS OF $ 0. REVENUE $ 0.

OTHER INITIATIVES

EXPENSES $ 32,156. INCLUDING GRANTS OF $ 0. REVENUE $ 17,800.

FORM 990, PART VI, SECTION A, LINE 2:

THE FOLLOWING DIRECTORS ARE MARRIED COUPLES:

BRENT & ANA FAULK

TODD & BETH HENON

EL & JENNIFER LAGUTIN

FORM 990, PART VI, SECTION B, LINE 11B:

A COPY OF THE 990 IS FIRST PRESENTED TO THE EXECUTIVE COMMITTEE OF THE BOARD. THE FORM 990 IS LATER SHARED WITH THE WHOLE BOARD AT A BOARD MEETING.

FORM 990, PART VI, SECTION B, LINE 12C:

THE BOARD IS REQUIRED TO FILL OUT THE CONFLICT OF INTEREST PAPERWORK YEARLY. IF ANY POTENTIAL CONFLICTS, THE EXECUTIVE COMMITTEE WILL ADDRESS THEM. ALL IS DOCUMENTED IN THE EMPLOYEE HANDBOOK.THE BOARD OF DIRECTORS REPORTS WHAT OTHER BOARDS THEY SERVE ON TO ENSURE NO CONFLICT OF INTEREST.

Name of the organization: FIRST THINGS FIRST, INC.

Employer identification number: **-***8048

IT IS INCLUDED IN THE HANDBOOK FOR STAFF.

FORM 990, PART VI, SECTION B, LINE 15:

THE BOARD USES A FORMAL REVIEW PROCESS TO DETERMINE COMPENSATION FOR TOP MANAGEMENT, OFFICERS, AND KEY EMPLOYEES. COMPENSATION IS DETERMINED USING AN ANNUAL PERFORMANCE PLAN AND EXAMINATION OF COMPARABLE POSITIONS IN THE SOUTHEAST. THE EXECUTIVE COMMITTEE REVIEWS AND APPROVES CEO SALARY AND RAISES.

FORM 990, PART VI, SECTION C, LINE 19:

ALL POLICIES OF THE ORGANIZATION, GOVERNING DOCUMENTS, AND FINANCIAL STATEMENTS ARE KEPT AT THE ORGANIZATION'S OFFICE AND ARE AVAILABLE TO THE PUBLIC UPON REQUEST.

FORM 990, PART XII, LINE 2C

THE EXECUTIVE COMMITTEE OF THE BOARD ASSUMES RESPONSIBILITY FOR OVERSIGHT OF THE AUDIT AND SELECTION OF AN INDEPENDENT ACCOUNTANT, AT THE LEADING OF THE TREASURER OF THE BOARD. THIS PROCESS HAS NOT CHANGED FROM THE PRIOR YEAR.

Form **4562**

Department of the Treasury
Internal Revenue Service

Depreciation and Amortization
(Including Information on Listed Property)

990

Attach to your tax return.

Go to www.irs.gov/Form4562 for instructions and the latest information.

OMB No. 1545-0172

2022

Attachment Sequence No. **179**

Name(s) shown on return	Business or activity to which this form relates	Identifying number
FIRST THINGS FIRST, INC.	FORM 990 PAGE 10	**-***8048

Part I **Election To Expense Certain Property Under Section 179** **Note:** If you have any listed property, complete Part V before you complete Part I.

1	Maximum amount (see instructions)	1	1,080,000.
2	Total cost of section 179 property placed in service (see instructions)	2	
3	Threshold cost of section 179 property before reduction in limitation	3	2,700,000.
4	Reduction in limitation. Subtract line 3 from line 2. If zero or less, enter -0-	4	
5	Dollar limitation for tax year. Subtract line 4 from line 1. If zero or less, enter -0-. If married filing separately, see instructions	5	

6	(a) Description of property	(b) Cost (business use only)	(c) Elected cost

7	Listed property. Enter the amount from line 29	7	
8	Total elected cost of section 179 property. Add amounts in column (c), lines 6 and 7	8	
9	Tentative deduction. Enter the **smaller** of line 5 or line 8	9	
10	Carryover of disallowed deduction from line 13 of your 2021 Form 4562	10	
11	Business income limitation. Enter the smaller of business income (not less than zero) or line 5	11	
12	Section 179 expense deduction. Add lines 9 and 10, but don't enter more than line 11	12	
13	Carryover of disallowed deduction to 2023. Add lines 9 and 10, less line 12	13	

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

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

14	Special depreciation allowance for qualified property (other than listed property) placed in service during the tax year	14	
15	Property subject to section 168(f)(1) election	15	
16	Other depreciation (including ACRS)	16	5,963.

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

Section A

17	MACRS deductions for assets placed in service in tax years beginning before 2022	17	
18	If you are electing to group any assets placed in service during the tax year into one or more general asset accounts, check here ☐		

Section B - Assets Placed in Service During 2022 Tax Year Using the General Depreciation System

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

Section C - Assets Placed in Service During 2022 Tax Year Using the Alternative Depreciation System

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

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

21	Listed property. Enter amount from line 28	21	
22	**Total.** Add amounts from line 12, lines 14 through 17, lines 19 and 20 in column (g), and line 21. Enter here and on the appropriate lines of your return. Partnerships and S corporations - see instr.	22	5,963.
23	For assets shown above and placed in service during the current year, enter the portion of the basis attributable to section 263A costs	23	

Part V **Listed Property** (Include automobiles, certain other vehicles, certain aircraft, and property used for entertainment, recreation, or amusement.)

Note: For any vehicle for which you are using the standard mileage rate or deducting lease expense, complete **only** 24a, 24b, columns (a) through (c) of Section A, all of Section B, and Section C if applicable.

Section A - Depreciation and Other Information (Caution: See the instructions for limits for passenger automobiles.**)**

24a Do you have evidence to support the business/investment use claimed? ☐ **Yes** ☐ **No** **24b** If "Yes," is the evidence written? ☐ **Yes** ☐ **No**

(a) Type of property (list vehicles first)	(b) Date placed in service	(c) Business/ investment use percentage	(d) Cost or other basis	(e) Basis for depreciation (business/investment use only)	(f) Recovery period	(g) Method/ Convention	(h) Depreciation deduction	(i) Elected section 179 cost
25 Special depreciation allowance for qualified listed property placed in service during the tax year and used more than 50% in a qualified business use						**25**		
26 Property used more than 50% in a qualified business use:								
		%						
		%						
		%						
27 Property used 50% or less in a qualified business use:								
		%				S/L -		
		%				S/L -		
		%				S/L -		
28 Add amounts in column (h), lines 25 through 27. Enter here and on line 21, page 1						**28**		
29 Add amounts in column (i), line 26. Enter here and on line 7, page 1							**29**	

Section B - Information on Use of Vehicles

Complete this section for vehicles used by a sole proprietor, partner, or other "more than 5% owner," or related person. If you provided vehicles to your employees, first answer the questions in Section C to see if you meet an exception to completing this section for those vehicles.

	(a) Vehicle		(b) Vehicle		(c) Vehicle		(d) Vehicle		(e) Vehicle		(f) Vehicle	
30 Total business/investment miles driven during the year (**don't** include commuting miles)												
31 Total commuting miles driven during the year												
32 Total other personal (noncommuting) miles driven												
33 Total miles driven during the year. Add lines 30 through 32												
	Yes	**No**	**Yes**	**No**	**Yes**	**No**	**Yes**	**No**	**Yes**	**No**	**Yes**	**No**
34 Was the vehicle available for personal use during off-duty hours?												
35 Was the vehicle used primarily by a more than 5% owner or related person?												
36 Is another vehicle available for personal use?												

Section C - Questions for Employers Who Provide Vehicles for Use by Their Employees

Answer these questions to determine if you meet an exception to completing Section B for vehicles used by employees who **aren't** more than 5% owners or related persons.

	Yes	**No**
37 Do you maintain a written policy statement that prohibits all personal use of vehicles, including commuting, by your employees?		
38 Do you maintain a written policy statement that prohibits personal use of vehicles, except commuting, by your employees? See the instructions for vehicles used by corporate officers, directors, or 1% or more owners		
39 Do you treat all use of vehicles by employees as personal use?		
40 Do you provide more than five vehicles to your employees, obtain information from your employees about the use of the vehicles, and retain the information received?		
41 Do you meet the requirements concerning qualified automobile demonstration use?		

Note: If your answer to 37, 38, 39, 40, or 41 is "Yes," don't complete Section B for the covered vehicles.

Part VI **Amortization**

(a) Description of costs	(b) Date amortization begins	(c) Amortizable amount	(d) Code section	(e) Amortization period or percentage	(f) Amortization for this year
42 Amortization of costs that begins during your 2022 tax year:					
43 Amortization of costs that began before your 2022 tax year				**43**	
44 **Total.** Add amounts in column (f). See the instructions for where to report				**44**	

First Things First

Executive Summary

FIRST things FIRST®

BRIDGE INNOVATE®

WHAT IS FTF?

PURPOSE, MISSION & VISION

Everyone should have access to the healthy relationship skills they need.

OUR PURPOSE

We help families start and stay strong.

OUR MISSION

We provide resources that guide people in their relationships so they can live better lives.

OUR VISION

Our vision is for healthy relationship skills to be passed down by every family from generation to generation.

VISION STORY

It's 2025 and First Things First has continued to be dedicated in creating strong and healthy families through parenting and relationship services. These services are structured utilizing of the Family Practice Model areas of education, case management and therapy. This has been enabled through the use of existing and custom created curriculum, coaching, digital engagement, the FTF app, retreats, intensives, and mutually beneficial partnerships. Coaching and fundraising have run concurrently through this process.

Impact has been created and measured for First Things First as a whole through focus groups, community engagement, reporting program results, and the flow of referrals into and out of the strategic partnerships.

Marriage service customers are impacted by increased stable and healthy relationships, and a decrease unhealthy relationship patterns while parenting service customers are impacted by increased positive parental involvement, a decrease in generational poverty, increased academic achievement and a positive economic impact.

Strategic investments revolved around process, people and technology. Investments in people included grant writers, case managers, coaches, therapists, content and graphic designers and a curriculum strategist. Process investments include updates in meeting structures, partnership opportunities, and change in organizational structure. Technology investments include program evaluation and app development. Rebrand is also included in investments.

Low Income Customers were engaged with FTF through presence in the community and FTF involvement in policy. Trust has been built with FTF thru relationship consistency with partners and individuals and developing relationships in-person. Low income customers were also engaged through training for partnerships for the staff, ease of access to resources/coach/community through the FTF app, and community was also fostered organically and provided mentorship opportunities. Technology continues to facilitate that community. All customers, included current customers, were engaged through coaching, the app, and writing simple, strong, visually appealing content.

TABLE OF CONTENTS

01. INTRODUCTION

02. RESEARCH

03. IDEATION

04. STRATEGY

05. IMPLEMENTATION

06. APPENDIX

INTRODUCTION

HOW TO USE THIS SUMMARY

First Things First embarked on a project to chart its course over the next 18 months. Current Strategic Objectives include:

- To increase marital health.
- To increase the marriage rate.
- To increase positive parental involvement.

This new strategy looks at global digital content and local programming, specifically how to grow these areas and efforts without losing the synergistic operations of the teams and the local impact.

This strategy explores how to define, measure and track success that is adaptive to the needs of the community for both the rapidly changing digital environment and the community needs in person.

This approach includes a vision and a set of strategic initiatives to deliver on the vision. First Things First also developed an implementation plan that provides details both in terms of actions and resources required to fully realize the strategy.

RESEARCH

KEY LEARNINGS

EMPATHY MAP

INTERVIEW HIGHLIGHTS

CUSTOMER INTERVIEW

EMERGING IMPLICATIONS FOR THE STRATEGY

The research stage included desktop research, interviews with clients, interviews with stakeholders and a SWOT analysis.....

KEY LEARNINGS

FOR STRATEGY

COACHING SERVICES

- Family centered coaching (The Prosperity Agenda)
- Integrated case management w/ a coaching mindset
- Sliding scale payment options - based on coach experience or income level
- Highly segmented coaching services (individual, relationship, career, co-parenting, parenting, etc.)
- Getting educated on coaching subjects more prevalent in low income, at risk families: Emotional regulation / mental health / co-parenting
- Partnerships / Contract with other entities: Signal Centers (local), Nature the Next (in-home), Postpartum Support International (PSI)

MARRIAGE AND PARENTING

- The best approach is to use tools that come from a strengths based approach and allow input from the audience
- Recognize the need for differentiated approaches:
  - Co-Parenting
  - Single Parenting
  - Blended Families
- Roughly 50% of 16-44 year olds in the surrounding counties in our tristate area are below (often significantly) state and national averages for literacy. [According to PIAAC's 1-500 literacy scale, the US average is 272. (Japan and Finland are 296, 288.) Many surrounding counties are 215-245.]
- Lower Income Students NOT Reading Proficiently:
  - Alabama- 82%, Georgia- 79%, Tennessee- 82%
  - (Higher Level Income NOT: 51%, 47%, 48%, respectively.)
- Multiple studies recommended creating content on a 5th grade reading level, using visuals, and video for our target demo.
- The biggest felt challenge/need is financial help.
- 30% of people below the ALICE Threshold have been told by a medical professional that they have a mental health issue.

KEY LEARNINGS

FOR STRATEGY

WILD CARD

- Technology is limited to mobile devices
- Stream video and daytime TV, YouTube is popular, Apps are important (not necessarily content/courses, etc.) - Apps can create community
- Educating our board on advocating for our cause is super important. We as an organization need to be advocating more.
- Case study of people who went in front of the gov't. and lobbied for their cause
- Being able to talk about the social determinants of health on a national level and how we're trying to reach some objectives would be a good opportunity. We could create curriculum that could be used by the gov't. in other cities and receive funding for this.
- Social determinants of health - one of their objectives is to reduce the proportion of children with a parent or guardian who has served time in jail.

LOCAL PROGRAMMING

- Barriers to participation include: transportation, proper documentation / charges, childcare / family stress, economic stress
- (The more services we can provide with intentionality, the more barriers people can overcome all in one place)
- Facilitator alliance (the bond between program facilitator and participant based on quality of facilitation, enthusiasm, approachability, mutual trust and respect) has shown to have a positive effect in relationship ed.
- In Sync with Partnerships good for referrals, for joint services, building support for participants, and taking a holistic approach to service

KEY LEARNINGS

FOR STRATEGY

DIGITAL SERVICES

- Most popular platforms are Facebook and YouTube
- More likely to use apps than computers
- Internet access could be an issue
- With internet access lower in low income areas, cloud based calling & texting services allow more access to resources
- Consumers prefer apps over mobile sites due to user experience, speed, extra features and special offers.
- Americans with lower incomes have lower levels of technology adoption
- The tech divide is significant. We need to have clear instructions on how to navigate any digital service we offer.
- Videos in general seem to be the best format for content by far
- Literacy levels are low throughout the country. 54% of adults have a literacy below 6th grade level. 21% of adults in the US are illiterate in 2022.
- Just from observation, most organizations reaching at-risk populations nationwide are inclusive to the max

INFRASTRUCTURE

- Professional development/training is a top priority for what the staff considers as a need for their specific areas - a budget for professional development would be helpful
- Hybrid Work Environment: 72% of businesses lack a clear hybrid work strategy. 81% believe hybrid work will be the foremost working model by 2024.
- Fundraising - diversify funding leads to organizational health and longevity
- grants.gov for federal dollars; tn.gov for state and local dollars
    - mental health; stronger families; community development; etc.
- Hybrid Work Environment: Communication is critical. Determining communication protocols and boundaries, i.e. meetings, email, text, phone call, video chat.

EMERGING IMPLICATIONS

FOR STRATEGY

Research Area	Low Income	Current Customers	Other
Marriage & Parenting	- Must be adaptable to Changing & More Complex Family Structures - Literacy is a large contributor - Difficult to help relationally when there's more "immediate needs" i.e. financial - Visuals will be key in communicating ideas/tools/resources to this demo - Be considerate of literacy levels in designing content - MENTAL HEALTH is likely to be an issue - Domains of Family Practice could be a system for holistic care (for both customers)	I wonder if current customers could be a support system for the Low income community? How will addressing literacy levels, mental health issues, etc. affect our current customers' use of our content?	- Grants for mental health - Hamilton Co elementary curriculum focused on literacy. How can that help parents?
Digital Services	- Must be mobile friendly, much more phone dependent - What other methods of delivery can we use effectively? Audio, video, interactive... - How do we adapt our current resources to be more mobile friendly? - Different ways to market/engage with this audience - Creating awareness of resources is key to accessibility / usage	Everyone responds better to video right now (across economic and literacy gaps Partner with Tech entities: Tech Goes Home, EPB	- Accessibility is key - Multicultural content and marketing is important to visually representing inclusivity
Local Programming	- Addressing any/all obstacles in the way of participation - Facilitator alliance has BIG impact on the participants	- Current audience may have an intrinsic want to assist our new audience	- Correlation between the need and solutions of Marriage & Parenting, Local Programming, & Coaching.
Coaching	- Do our coaching services need to cover some case management as well? - longer term coaching may be essential through different stages (job/career, relational, family) - How can we best address perceived need vs. actual need? - Coaching can't take the place of therapeutic services. How to partner?	- Are we duplicating services in some areas? How do we do a warm hand off?	- Are there donors or foundations we can seek out to make coaching attainable for low income families?
Infrastructure	- Professional Development is desired among staff across the board - Staff sees a need to add specific positions in order to meet our mission - Create a clear hybrid work strategy - Need a structure in place for communication	- Diversifying funds leads to organizational health and longevity - Majority of federal/state grants are focused on mental health (how this applies to families)	- Community development grants are available - How does this align with our desire to guide our families to produce support networks - Communicating in a hybrid work environment is important
Wild Card	- Utilizing apps to create community - Advocacy must be part of what we do to help at-risk families - Lack of trust for gov't b/c they don't believe the gov't will provide them with opportunity - Increase in mothers being incarcerated - 5.7 mil children have experienced parental incarceration	- Prompt current customers to be advocates?? - Opportunities for evidence-based curriculum to be used across the nation	- How do we better educate our board, supporters, etc. of the real issues to form advocacy - Providing opportunity for customers to engage and grow are a big factor in success

EMERGING IMPLICATIONS

FOR STRATEGY

Research Area	Low Income
Marriage & Parenting	- Must be adaptable to Changing & More Complex Family Structures - Literacy is a large contributor - Difficult to help relationally when there's more "immediate needs" i.e. financial - Visuals will be key in communicating ideas/tools/resources to this demo - Be considerate of literacy levels in designing content - MENTAL HEALTH is likely to be an issue - Domains of Family Practice could be a system for holistic care (for both customers)
Digital Services	- Must be mobile friendly, much more phone dependent - What other methods of delivery can we use effectively? Audio, video, interactive... - How do we adapt our current resources to be more mobile friendly? - Different ways to market/engage with this audience - Creating awareness of resources is key to accessibility / usage
Local Programming	- Addressing any/all obstacles in the way of participation - Facilitator alliance has BIG impact on the participants
Coaching	- Do our coaching services need to cover some case management as well? - longer term coaching may be essential through different stages (job/career, relational, family) - How can we best address perceived need vs. actual need? - Coaching can't take the place of therapeutic services. How to partner?
Infrastructure	- Professional Development is desired among staff across the board - Staff sees a need to add specific positions in order to meet our mission - Create a clear hybrid work strategy - Need a structure in place for communication
Wild Card	- Utilizing apps to create community - Advocacy must be part of what we do to help at-risk families - Lack of trust for gov't b/c they don't believe the gov't will provide them with opportunity - Increase in mothers being incarcerated - 5.7 mil children have experienced parental incarceration

FIVE MAJOR IMPLICATIONS FOR LOW INCOME:

- Difficult to help relationally when there's more "immediate needs" i.e. financial
- Must be adaptable to Changing & More Complex Family Structures
- Must be mobile friendly, much more phone dependent
- Creating awareness of resources is key to accessibility / usage
- Be considerate of literacy levels in designing content

SWOT SURVEY RESULTS

S

- Passion for our mission
- Strong team, well organized
- Good internal communication & collaboration
- A desire to learn about this new audience
- Passion for our mission
- Compassion for people
- Trust with our current audience
- Content being delivered is quite helpful
- Digital content

W

- Reputation of religious affiliation
- Increased staff needs/too many programs to focus on
- Limited resources/capacity
- Still not knowing our new audience well
- Disconnection between our mission/vision and day-to-day tasks/priorities (capacity)
- Not enough planning in advance/scheduling
- Understanding how audience uses social media
- Unclear roles and processes

O

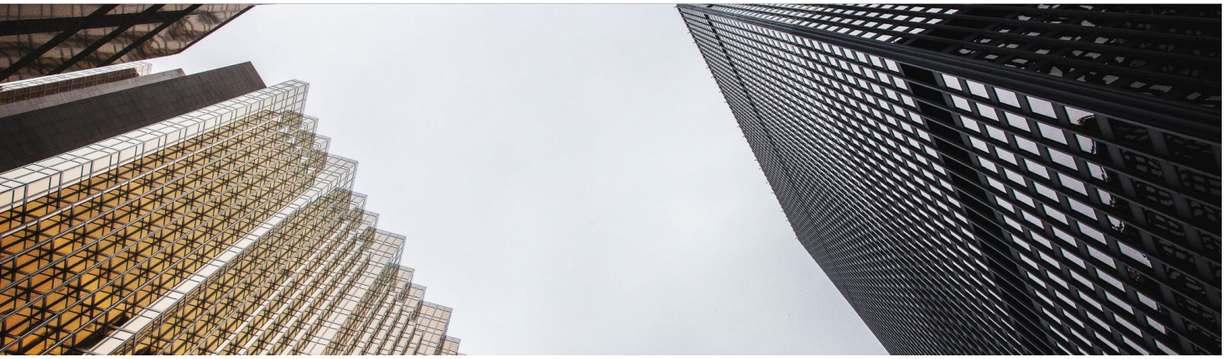
- Like Appalachian influence, having people share their personal stories on social media to encourage others
- Building communities
- Need for counseling
- Being a resource people know they can trust
- Capable & Resourceful team
- Hybrid opportunities & developing new curriculum to help families locally —> nationally
- Global reach

T

- People who are not in Chattanooga not having community support where they are
- Rapidly changing culture and beliefs nationwide
- Not enough people to engage with people on a national scale (need more coaches?)
- Lack of program evaluation/feedback
- Not being results driven
- Not connecting with people the way they need (on social media and losing trust with them)
- Lack of clarity in who we serve and how we serve them

CUSTOMER INTERVIEW

SUMMARY



First Things First engaged customers and stakeholders in an interview process to better understand their experience in relationships and parenting, the challenges they face, and learn about the solutions they utilize most often and how they access them.

The team completed 15 interviews across target customer segments, internal stakeholders, and external stakeholders or partners in the community.

HIGHLIGHTS

Customer

- Time, transportation, and childcare are biggest challenges.
- Lack of role models for healthy, stable relationships.
- Complex or non traditional family structure.

Internal Stakeholder

- Believes that FTF can deliver on mission by developing a deeper understanding of their customer.
- Highlighted the important of embedding FTF in the community.
- Desire a more structured approach to programming and creating a robust evaluation process.

External Stakeholder

- Resources provided seem to be more short term or emergency based.
- Believe that customers experience distrust in support programs or outside aid.
- Successful partnerships for this customer relies on being embedded in the community and providing inclusive and accessible services.

EMPATHY MAP

LOW-INCOME, AT-RISK (PARENTING)

SAYS

- "We have different ways of disciplining"
- "I want to see my child succeed (healthy and safe)"
- I've already done this and now I am doing it again"
- "I want a better co-parenting relationship"
- "Stepparents need to understand their roles"
- "I am filling from an empty pitcher"

FEELS

- Stressed
- Want
- fulfilment
- Tired
- Hopeless
- Overwhelmed
- Guilty
- Angry at Spouse
- Guilty
- Want to do different, but haven't seen it

THINKS

- This is what I know and it worked for me
- I am also trying to fix my inner child
- What are my next steps?
- I don't have time for this
- The school should do it
- My kids don't look different than other peoples' kids
- Who is going to help me / be my support system?
- How can I get out of this situation?
- If my child isn't committing crimes, we're doing okay

DOES

- Focused on day-to-day tasks
- Looking for housing
- Strong sports networks I child plays sports
- Not a lot of community support
- Trying to be intentional and have family time
- Surviving; keeping head above water
- Trying to get out of crisis mode Looking for jobs

EMPATHY MAP

LOW-INCOME, AT-RISK (MARRIAGE)

SAYS

- "We said our ‘I do’s’ to each other – we need to focus on other things right now”
- “I had to unlearn everything my support system taught me because it was destructive”
- Fighting

FEELS

- Scared/Hopeless
- Trapped
- Distrust
- In survival mode
- My current relationship is being impacted by previous relationships

THINKS

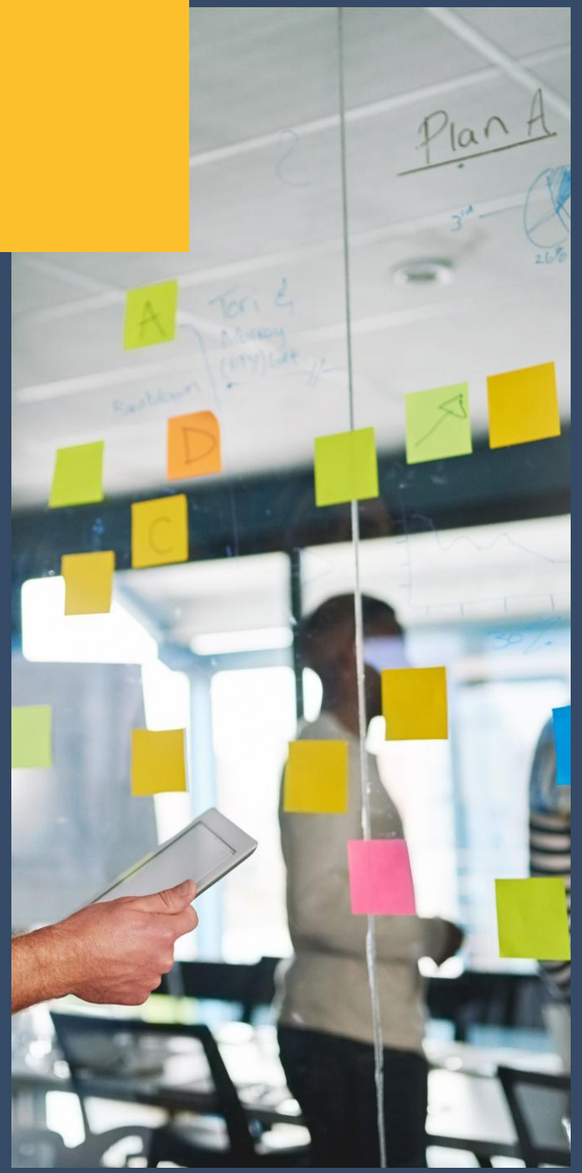
- There’s something wrong with me
- Marriage is not a priority
- Is marriage necessary
- Questionings is marriage for me?
- Marriage is not a good financial decision
- What does a healthy relationship look like?
- Assumes marital issues are just part of life and marriage

DOES

- Monitor my actions to ensure I don’t loose benefits or resources (housing allotments, childcare, etc)
- Generational repeat. I model the path that I have experienced
- My time is focused on my kids and surviving
- We’re Surviving. We don’t have time to work on our relationship
- My mom was not married, so I avoided it
- Leave unhealthy support system

IDEATION

The First Things First team participated in a collaborative Customer Journey Map and Ideation session to more deeply understand how the target customer engages with the Marriage and Parenting services of FTF and to brainstorm solutions and approaches to each strategic initiative.



CUSTOMER JOURNEY MAP

The First Things First team created Customer Personas based on research, data, customer interviews, and an empathy map. Utilizing the persona, the team designed a Customer Journey Map to look at how customers engage with Marriage and Parenting Services across the phases of Before, During, and After.

IDEATION OUTPUT

Using the opportunities and challenges experienced by the customer, the team created 12 ideas for Marriage and Parenting services, Digital Engagement, and Organizational Infrastructure. A Top Idea from each initiative area emerged.

PERSONA

MARCUS & ALECIA

Age: 32, 30
Gender: M, F
Neighborhood: Poorer, underserved neighborhood in Red Bank
Assets: One car; cell phones; (home is rented)
Income: Marcus: full-time, $29k annually
Alecia: 20 hours/week, $13/hour
Employment Status: Full-time; part-time
Education Level: Marcus: GED, trade school credits
Public Assistance: Alecia: high school diploma
Unknown

Context & Supporting Data Points

- Couples commonly transition into parenthood with high but fragile hopes and expectations for the couple relationship.
- 2021 Pew Study: 76% of Americans with household income <$30k have a smartphone vs. 59% having a laptop, 57% broadband, 41% tablet
- For Marcus & Alecia: conflicting work schedules, hope more positive home, fear of generational issues

"We want something more than what we grew up with. Something more for our daughter. For us. A better family situation. A better home."

Frustrations

- Lack of connection, communication, positive support systems
- Unknown community resources

Behaviors

- Weekend family time
- Work
- Social media use

Motivations

- Desire for strong marriage
- to be positive example for children

Goals

- Hope for strong marriage and family

PERSONA

JADA

Age: 29
Gender: F
Neighborhood: Poorer community outside St. Louis
Assets: One car; cell phones; shares home with mother
Income: $20/hour salary, 20-30 hours a week
Employment Status: part-time, cafeteria worker
Education Level: High school diploma, some community college credits
Public Assistance: Some government, occasional church assistance

Context & Supporting Data Points

- Female-headed households comprise of 50% of those living in poverty (U.S. Census 2019)
- Mental health conditions are estimated to affect two-thirds of low-income mothers over their lifetime, twice the rate of the general population.
- For Jada: the struggle to balance responsibilities, the pressure to stay mentally healthy for her family, a hope for a better future for her kids

"Right now, I just want my kids to be healthy and safe. A safe, happy home. That's the main thing."

Frustrations

- Discipline at home
- Lack of safety
- Mental health
- Ailing mother
- Lack of support systems

Behaviors

- Time with children when possible
- Caring for ailing mother
- work

Motivations

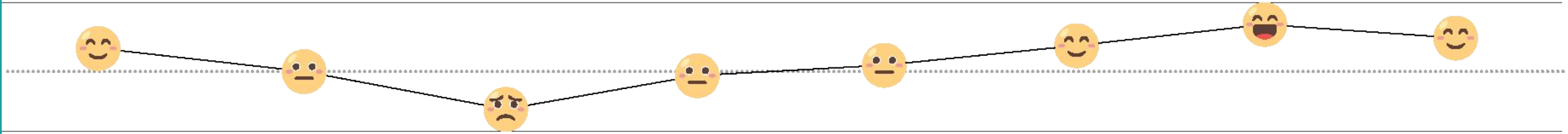
- Children

Goals

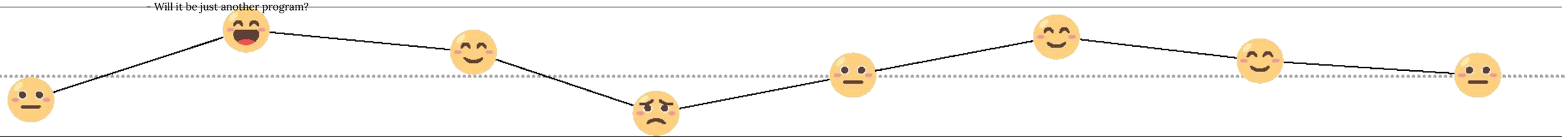
- To be a good parent
- Safety for her children
- Balance

CUSTOMER JOURNEY MAP PARENTING SERVICES

	Before			During		After		
	Awareness	Research	Consideration	Negotiation	Commitment	Service	Outcome	Loyalty
Customer Journey	- School Presence - Want better for your kids-every academic possibility - Technology out-gunned - Meet child's basic needs - Academic and/or behavior problems - Previews interaction w/ FTF	- Teacher provides information - Finds us through other organizations like Chambliss - Researching our website - Ask Schools Counselor - Wants to find out what problems we'll solve for child - Referred by therapist	- Counseling - Coaching - Class - Location - Reliability - Referral - Cost	- Care for mother while in program - Cost/Scholarship - Time commitment - Childcare/ after school care?	- Pilot Program Participant - Recommendation from school counselor - Signed up for program on website	- w/ tutoring Program - Parent coaching group - Evening (before after classes) @ school - Text Tips - One on one coaching - Online Resources - Muffins for Moms	- Child feels secure - Parenting confidence - Child has more structure - Child has better classroom engagement - Less tension + more peace in household	- Continuing to use resources - Telling other Parents - Volunteer opportunities w/ FTF + School - Help to develop new programs
Saying / Thinking	- Comparison w/ other kids/families (social media) - Neighborhood safety	- I just have bad kids -Never done before - Is this really going to work? - Doesn't know what's going on	- What kind of help do I need? - Are they going to understand me? - Is this going to make a difference?	- Who needs this? Me? Kids? Both? - Do I trust them? (School/FTF) - Will the school work with us?	- Do I have time? - How much time do I have? - I need help	- They see me - I'm not alone	- My kids aren't bad - What happens next? - How do I bring a man into the picture? - I'm not the only one - I didn't ruin my kid forever	-Relief - I feel like I'm a better mom - "Everyone needs this" - There is still work to be done (awareness)
Emotions								
Need/Pain Point	- Lack of corporation from child	- Time - Transportation issues - Cost? - Resource accessibility (no computer)	- Childcare	- Car issues - Connecting to a positive male role model	- BBBS (positive role model) - Time - Money	- Connection to Needs	- Referral to mental health service - Potentially connecting to other resources - How does mothers health affect parenting	- Relationship with the dads - Like minded individuals + community - Needs continued support



CUSTOMER JOURNEY MAP MARRIAGE SERVICES

	Before			During		After		
	Awareness	Research	Consideration	Negotiation	Commitment	Service	Outcome	Loyalty
Customer Journey	- Explosive arguments without time to resolve "have to get to work" - Mental health issues - Financial issues -> Tension w/ paying child support - Friend says "you need help"... - Substance abuse - Fight: someone said "divorce" - see something on social media that triggers an idea/desire to change - No more sex - Child says "can you stop fighting"...	- Court appointed clerk or crisis advisor provides information - Google "marriage help" - Share what's happening on social media (posts or videos) - Trusting Organization - Looking for a representative brand - Find something that fits their time - Ask friends/coworkers/family? - Call recognizable program - Researching/ looking for relatability - One person recognizes they have issue(s) or believe no one can help	- Searching various options in the community, people they know, mobile searches, radio, tv, newspaper - Narrow down organizations/ programs - Discussing a time to talk about their relationships "What is our first step? - Align goals for their relationships - How much time does 10 yr/old spend with them? - Is there a case manager for the other child?	- Agreeing as a couple on where to go - Taking time off/giving up family time *coaching* would provide flexibility - Finding childcare	- Pilot Program Participant Connect with Reggie somehow - Website... Connects with Reggie and/or James - Once they're committed, what do we do to help them feel known from the start?	- Digital content to build trust - Attend an in-person session a couple times - Attend initial 5 - Program evaluation by session - Beginning new habits - Attend 2nd 5 with invitee - FTF sponsored counseling - Coaching (1st free) - Paid coaching - Investing in community - Attend a zoom class weekly for 1 hr sharing their stories	- Respecting each other - Communicating to understand each other - Confidence to make contributions in other areas - They feel more secure in their marriage - Found positive support system - Child feels safety + security - They're able to show their child a positive relationship - Program + evaluation	- Refer a friend - Come back for another program/dinners - Biannual events/ reunions - Volunteering/ Mentoring opportunities - Testimony
Saying / Thinking	- Don't want to be like our parents - "I feel trapped" - Thinking – "Do I fix this or jump ship?" - I'm afraid he'll abandon me and I'll be alone... - I don't know how to handle this or what to do! - I know I need help, I don't know where to go	- Will the program address our needs? - They seem too stuffy/religious/starchy - Can they handle our baggage? - Is there childcare? - Feeling embarrassed that they need help - What is the cost? - They do/don't look like me - What kind of time commitment? - Will this cut into our family time? - Will it be just another program?	- What is each person willing to do? - Who is going to be there? - Will they understand our relationship dynamic? - What about childcare? - Do I have to pay for this? - How do we get there?	- Is there hope for our relationship? - Are there local tech rentals? Or paces we can go? - Are we ready/do we want to make a change? - How do I convince my spouse	- They're already rooting for me "on my team" - "This organization is relatable"	- Having to be vulnerable - "It's not just me" through listening to others stories - Maybe a better marriage is possible - Is my spouse getting as much out of this as I am....	- Their child "my parents have changed" - "I have work to do + I'm ready to do it" - "I can do better for my family" - "Everybody needs this"	-"come with me" -"now what"
Emotions								
Need/Painpoint	- The desire or awareness of a need for change is stressful - Generational cycle of marital stress..."this is all I know" - Shame/lack of confidence/guilt/lack of trust - no margin (financial time) - Physically + emotionally unhealthy	- Finding the time to do the research (& difficult on mobile) - Internet accessibility/stability - Not finding something that meets their needs - Finding too many programs - Path of least resistance may seem best - Needing emotional connection with the brand	- Childcare - Positive support system - Facing generational trauma - Bringing up touchy subjects with spouse (in counseling /programs) - Time to engage with program - Relatable program -Interracial + Cultural differences in the relationships	- It feels like another thing to do - Not being on the same page	- Need all the information ahead of time to be confident/committed - Two-way commitment (builds trust) - Past disappointments/I've been let down before	- Realizing brokenness - Childcare - WiFi - Need to come up with more funds for coaching - Time	- Shift in support system - Must see results - Awareness of others needs - How to interact with negative influences - Maintaining growth, What's next? - Awareness of parenting issues	- Feel like they are being talked down to - Coaching interventions - Alumni community - Continued support/services

HOW MIGHT WE...

Marriage

How might we...

- Normalize marital challenges?
- Bring awareness and let them see the effects of generational trauma on their marriage?
- Connect participants to the resources needed to face generational trauma?
- Cover the cost of providing quality resources and relieve the financial burden of those resources?
- Prioritize the time and money to strengthen their marriage?
- Provide marriage support that they can afford given the lack of financial resources?
- Provide marriage support that fits within the small margins of time they have?
- Find help for child daycare services?
- Build trust resulting in comfortability and safety to encourage participants to face generational trauma?

Parenting

How might we...

- Partner with entities that have access to the parents?
- Support the different stages of parenthood?
- Encourage parents who have participated in our programs become a mentor for others?
- Assist parents with creating their own villages?
- Have parents share their stories with each other?
- Encourage and equip parents to become mentors?
- Create a village for parents?

Digital Services

How might we...

- Get people registered/enrolled digitally?
- Create community using a digital infrastructure?

Infrastructure

How might we...

- Provide training for our staff to be aware of how to navigate trauma that our audience has gone through?
- Help create a long-standing community within our own programs?
- Secure the funding to grow the staff that's necessary to provide the programs and services?
- Provide support for our own staff to prevent overworking and burnout?
- Secure funding to underwrite programs and services for the audience we serve?

TOP IDEAS

	Marriage	Digital Services	Infrastructure	Parenting
Description	- Through storytelling from celebrities, people in the community and past participants, we will create a local and digital community that highlights the effects of various traumatic events and the positive power to overcome them - This will be done through YouTube, social media, billboards, support groups, both in person and through zoom. - FTF provides an educational series to provide effective skills to both deal with the issues and to walk using healthy skills - Both online and in their community through coaching, support groups, counseling, classes, video series.	FTF App - The app will be available in the App Store for anyone to download, but if they've been part of an FTF program, they'll have special access to an exclusive "group or "chat room for "community room filled with other alumni they connected with. Each person will have a media library with videos, visuals, and diverse content. They'll have access to connect with FTS coaches, case, managers, or engage in live chats with other families, or with experts. They can also choose to join into biweekly sessions with experts, whether it's Q&A or going over new contents of specific skills, etc. They can also choose to be a mentee or mentor for other families similar to them	Creating workplace efficiency through processes and culture. This could look like... - In office hours (scheduling / flexible) - Determining what needs to be communicated, when, and how what form of communication - Establishing a template/purpose/goal for meetings to help them be more effective - Better, utilizing tools and technology, like a signer to build streamline processes, - Requiring use of time off - Celebrating team accomplishments - Ensuring that people are in a position in which they can thrive/utilize their strengths.	This comprehensive program assists parents at different stages of parenthood with understanding the importance of having a village. It will help them recognize people in their village already. - Provide resources to help parents connect and not feel alone in their parenting journey. - Will include a mentorship certification. At the end of the program graduates will have the opportunity to be assigned to a mentee. The mentee would be an incoming student to the same parenting program. The mentor graduated from. The ideal would be for the mentor/Mentee to live in the same city and be able to meet in real life for weekly check ins.
Need / Value Addressed	- To be a helping Hand! - Faceing, dealing with generational trauma and its effects on individuals and marriages		- Clearer communication - Intentional morale building and mental health support	- Building Community - Teaches emotional regulation - Parent Child interaction and Connection - Cost - free
Assumptions	- Not everyone will be on board - Generational trauma affects a lot of low income and at risk families - Can be overcome with safety, trust, education and relationship - Target audience is hesitant to be vulnerable for fear of what it may cost		- "We already do this"	- Parents have the time and energy to attend - Mentees would want to be mentored - Different access points would work with work schedules
Impact Goal / Benefit	- Creating positive Cycles - Stop/manage the negative impact of trauma on the individual, marriage, & family		- Staff feels cared for and prevents burnout	- Mentoring - Local support - Group setting app based one on one accountability - strengthen the parent/child connection - grow and strengthen their village - Ongoing support for parents throughout all stages of parenthood

STRATEGY

GOAL OF STRATEGY DESIGN SESSION

The First Things First came together for a 2 day session to develop the 18-24 month strategy for Marriage Services, Parenting Services, Digital Engagement, Partnerships, Infrastructure, and Funding.

The team aligned the strategy around the Family Practice Model and described the future services and approach to the strategic initiatives, defined the inputs, outcomes, outputs, and what will be new. Each initiatives strategy also defined the customer impact, delivery model, partnerships, implications to the organizational structure and evaluation plan.

STRATEGY GRAPHIC

STRATEGY DETAIL FOR KEY DRIVERS

FTF STRATEGY FRAMEWORK

What to do

How to do it

Mission: We provide resources that guide people in their relationships so they can live better lives.

Partnerships

Outcomes
- Increase efficiency & effectiveness in case management
- Increase combined effect for customers with synergistic partnerships
- Increase holistic pathway through partnerships

Outputs
- Mutually beneficial partnerships
- Fluid flow of information and communication
- Services received from multiple partners

What's New
- Partnership Model and Approach
- Full service package using partnerships
- Repair and/or establish community relationships

Infrastructure

Outcomes
- Increased culture of development, collaboration, and transparency
- Increased evaluation of customer impact
- Increased efficiency and effectiveness in roles and responsibilities

Outputs
- Implemented new org design
- # of employees who feel professionally and personally satisfied with role
- Implemented better teaming practices

What's New
- Communication and Transparency model for alignment and collaboration
- Organizational design and org chart - includes hiring and repositioning
- Evaluation Plan
- Develop Customer Management plan

Funding

Outcomes
- Increase steady stream of income
- Increase and retain diversification of funds
- Increase transparency and education in impact of giving

Outputs
- # of individual giving through website
- # of awarded grants
- # of strategic funding partnerships

What's New
- Strategic partnerships for funding
- Robust Evaluation Process
- Study next generation funding options

Tactics To Achieve

- Develop clear partnership model and approach
- Define (and hire?) the role internally
- Conduct needs assessment and asset map

- Develop org design and implement
- Staff development plan
- Define communications and collaboration processes
- Define evaluation process

- Grants for developing evidence-based program studies-Apply and be awarded a gov't grant
- Purpose centric communications - changing language and articulating purpose of giving
- Develop approach to partnership/stewardship model in funding- infrastructure and board committee

FTF STRATEGY FRAMEWORK

What to do

How to do it

Mission: We provide resources that guide people in their relationships so they can live better lives.

Relationships

Outcomes
- Increase confidence that relationship is healthier after engaging with FTF
- Increase trust with FTF services/programs in the community
- Increase relationship satisfaction

Outputs
- # of referrals/advocacy
- Increase intentional time spent with significant other
- Increase in positive changes in relationship behavior

What's New
- Therapy Partners/In House
- Structured approach to providing accessible resources - App?
- Structured community building approach

Parenting

Outcomes
- School outcomes (grades, discipline, attendance)
- Increase positive parental relationships, while decreasing negative patterns
- Increasing family stability - 2 gen approach (mental, emotional, financial, physical)

Outputs
- Increase parental confidence
- Learned and implemented parenting skills
- Movement across the self-sufficiency matrix

What's New
- Community Guide
- Full Service Package
- Evidence Based Curriculum

Digital Engagement

Outcomes
- Increase ease to access and use resources
- Increase empowerment and ownership in the process
- Increase community engagement through digital access

Outputs
- Data Analytics
- # of customers who accessed resources digitally
- # of customers who engaged digitally with resources
- [See outputs for relationships and parenting]

What's New
- Delivery through accessible digital resources - app?
- Clear and simple content
- Digitally supported communities

Tactics To Achieve

- Define roles and hire as needed
- Develop strategy and structure for therapy partnerships
- Develop accessible content
- Pilot community building model

- Identify or develop evidence-based curriculum
- Define role and hire community guide
- Develop key program partnerships [see partnerships]

- Focus groups-Pilot
- Develop a digital full service approach
- Clear and accessible content

DEFINE KEY DRIVERS

Marriage

Industry Trends

- Varied relationship structures (blended family, single parents, co-parenting)
- Mental health concerns
- The meeting of basic needs

Customer Pain Point

- Costs (financial and time considerations)
- Lack of community or one-on-one support
- Literacy levels

Parenting

Industry Trends

- Different parenting styles and needs
- Every parent has something to give their child
- One-on-one services

Customer Pain Point

- Moving past survival mode
- Being empowered and enabled to be a parent
- Prioritization (cost of time)

Digital Services

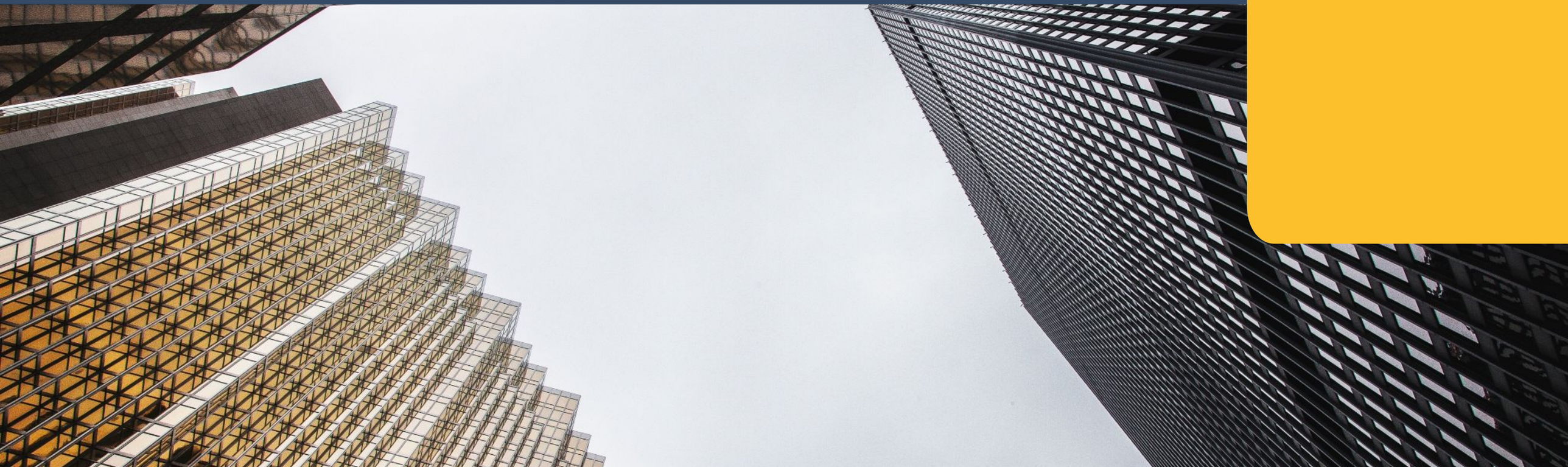
Industry Trends

- Technology partnerships
- Self paced resources
- Short, simple and direct messaging (mobile friendly)

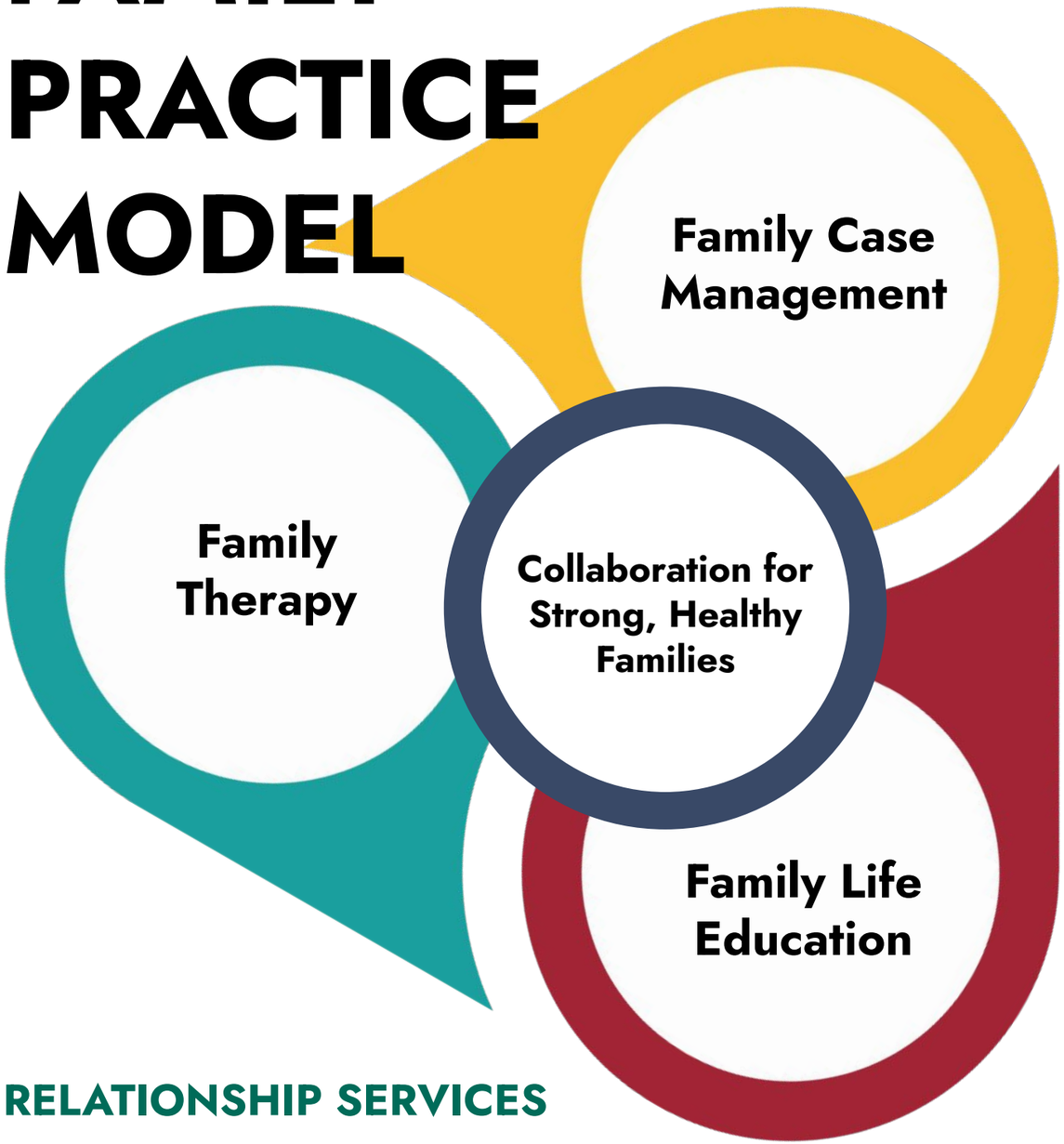
Customer Pain Point

- Internet access
- Providing accurate representation
- Costs (financial and time considerations)

RELATIONSHIP SERVICES



FAMILY PRACTICE MODEL



RELATIONSHIP SERVICES

Family Life Education:

- RISE
- Maximize your marriage, Preparing for marriage
- Relationship Content Resources (social, email marketing, blog, etc.)
- For Better Communication
- Community Empowerment Model
- YouTube (long form), TikTok (Short form)
- Community Building Structure (Loyalty/alumni club- set rewards, actions, set goals)

Family Therapy:

- Refer participants to ROOTS or Journey and church provides funds
- Licensed therapists in-house
- Therapists refer customers to services of FTF
- Connect to online therapy apps
- Cultivate relationships with Therapy programs (practicums completed at FTF)

Family Case Management:

- Providing case management through current programs
- Connecting with partners with case managers and govt entities to connect to services available.
- Build out program plan adjustments for requirements from govt.

Collaboration:

- Partner with case management entity (NNH, Signal Centers)
- Gov't agencies
- Roots/Journey
- Helen Ross McNabb
- Connect to digital therapists through TalkSpace and BetterHelp
- Online partnerships (influencers)
- Richemont, Lee Univ.
- Unite Us
- Coaching
- FTF App (Bloom, Duolingo, Fantasy Football, Strava, Rally)

FTF STRATEGY

RELATIONSHIPS

Family Education:

Providing resources through digital content, YouTube, TikTok, social media, and online resources. Also provided through self-paced (async) digital content and live (sync) digital content. Retreats will be offered for in-person intensives. FTF app provides access to resources, classes, etc. Community building components will be included in every program (on or off line)--group chats, local meet ups, and potential mentoring opportunities.
Community Empowerment Model is used to take evidence based curriculum into train the trainer model for communities to share and teach themselves.

Family Therapy:

Continue referring participants to current partnerships (free) and contract in-house therapists. Building partnerships with agencies to refer participants to FTF services. Connect with Talkspace/Betterhelp/online therapy as available resource and referrals. FTF, in turn, connects participants to online therapy through partnership. Partnership agreement that makes low cost entry to both therapy and FTF services.

Family Case Management:

Community Guide → taking someone from crisis to survival to sustainable to thriving, Customer can come in through a program and completes an assessment/intake process, other needs are identified, and assigned to Community Guide. CG is in consistent contact with client, encouraging engagement in programs, court dates, goal setting, etc. In-person meetings would be encouraged if possible (case by case). CG continues to assess to notice when it is time to move onto other needs. (Built in check points for certain periods). Use Unite Us for referral–this could be tied into the app.

Evaluation Plan:

- Social Media Analytics
- Program Evaluation Process
- Intake Assessments
- Needs Assessment/Focus Groups
- Long-term assessment
- Customer Satisfaction Survey (internal questions about FTF engagement)
- App tracking

Customer Impact:

- Increased stable, healthy relationship
- Increase commitment in stable, healthy relationship
- Decrease unhealthy relationship patterns

What's New for 2025:

- App
- In-house/Therapy online partnerships
- Community Guide
- Community Empowerment Model
- Structured community building
- Intensives/Retreats
- New social endeavors

Inputs:

- Grants/donations/dollars
- Partnerships
- People (community guides, therapists)
- App development
- Office space
- Tech to build community (group me)
- Production equipment & space
- Marketing & Research

Outputs:

- # of app users & engagement rate
- # of engagements on social media
- # of coaching clients & caseloads for CG's
- # of referrals turned participants
- # of retreat attendees
- # of therapy appts attended & program graduates
- Increase positive communication and interactions
- Increased intentional time spent with significant other/partner
- Decreasing negative relationship behaviors and patterns

Outcomes:

- Increase confidence that their relationship is healthier after engaging with FTF
- Take the next step of commitment in their relationship
- Practicing better communication skills
- Experiencing more intimacy in relationships
- Practicing better conflict resolution skills
- Experiencing better relationship satisfaction
- Developing hope for better and lasting relationships
- Increased trust with FTF and advocate for services

FTF STRATEGY

RELATIONSHIPS

Delivery Model:

- Synchronous and asynchronous digital content through mobile friendly app and website
- Youtube and TikTok/social media
- Coaching/In-house Therapy Sessions
- Retreats/intensives/In-person programs
- Training sessions for community empowerment
- Full service packages focused on Homeless couples

Infrastructure Implications:

Process:
Develop curriculum and evaluation processes. Intake assessment and customer processes/internal processes. Knowledge management.

Technology:
App, groupme, laptops, tech for employees (coaches/community guide/therapists having business phone), Asana, Razors Edge, HubSpot, Calendly, Sakari, Adobe Suite, production equipment

People:
Training current and incoming employees, hiring new employees (community guide, coaches, therapists), organizational restructure, DEI training/trauma informed training/accessibility training, staff development on softwares

Strategic Partnerships:

Education:

- Bethlehem Center (trusted in community)
- Northside Neighborhood House
- Signal Centers
- Partnership for Family, Children, and Adults
- Choices
- Semillas/La Paz/Clinica Medicos

Other/Empowerment/Funding:

- Online partnerships (influencers)
- Rock Point - Signal Mtn Pres - Lookout Mtn Pres - Calvary Chapel - St. Paul
- The Loftons-Johnston Woods
- Chatt Fire dept.
- Tech Goes Home/EPB

Therapy:

- Roots/Journey
- Helen Ross McNabb
- Richemont, Lee Univ.
- TalkSpace and BetterHelp

Case Management Org:

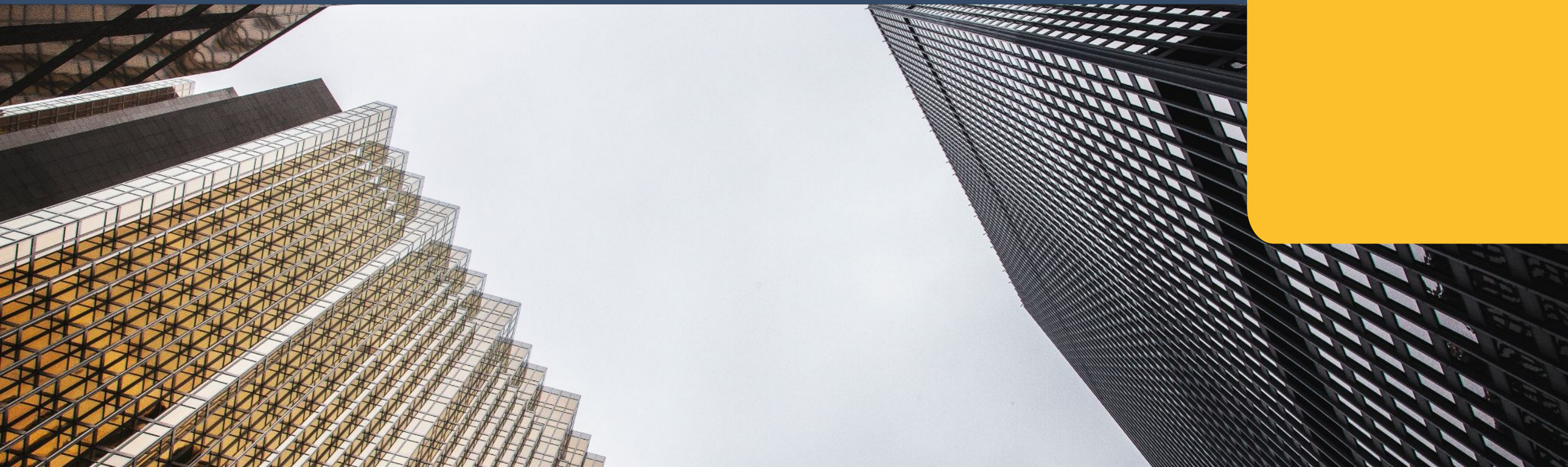
- Case management entity (NNH, Signal Centers)
- Gov't agencies
- Unite Us

FTF STRATEGY

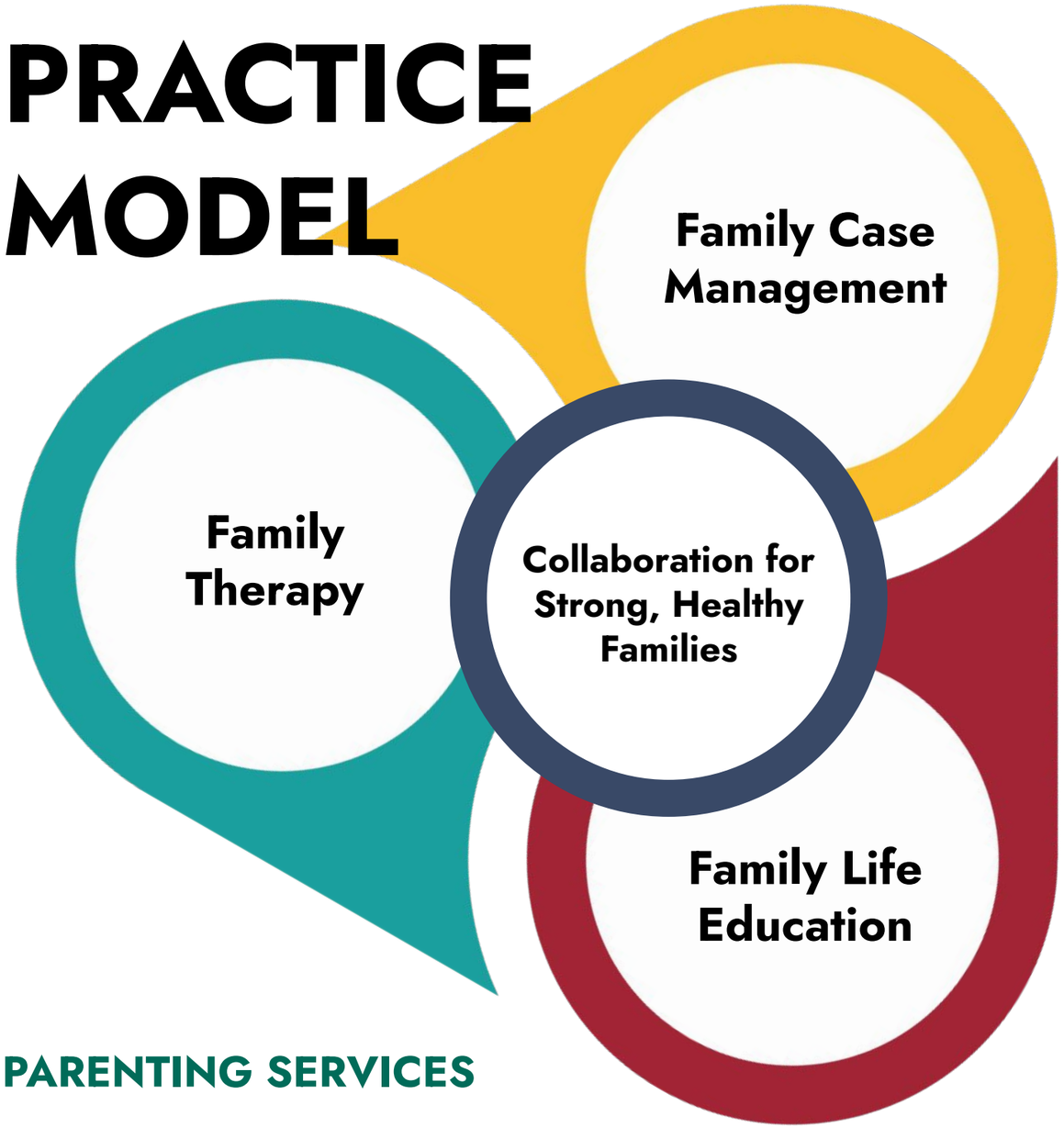
RELATIONSHIPS

What are the top 5 things we are going to do to deliver on the enhanced relationship services?	When is this going to happen?		
	2023	2024	2025
App launch - develop comes earlier (2023)			X
Hire employees – community guide, coaches, support staff	X	X	X
Develop empowerment model curriculum and structure	X		
Increase community engagement through partnerships and participants	X	X	X
Develop strategy and structure for therapy partnerships/hire in-house therapist		X	X
Develop strategy and deliver accessible digital content	X		

PARENTING SERVICES



FAMILY PRACTICE MODEL



PARENTING SERVICES

Family Life Education:
- Parenting workshops
- DMD
- Songbird
- Community empowerment
- Social media involvement
- Court mandated parenting class

Family Therapy:
- Referrals
- On-site and online therapy
- Professional relationships (Diagnosis)
- Guest therapists

Family Case Management:
- Resource wrangler
- Strong partnerships
- Assessments (housing, anger management, therapy, food, etc.)
- Referrals for court mandated services

Collaboration:
- Coaching
- Technology/App
- Branding
- School involvement
- Co-parenting
- Language

FTF STRATEGY

PARENTING

Family Education:
Educating, exposing and empowering diverse parental figures of K-5 students who are low income or at risk to skill and evidence based tools such as communication, conflict management, human development stages, parenting styles , discipline via in-person workshops, app, social media, community partnerships and online courses. Community built into programs that provides continued support after initial programs. Eventually work from birth to kindergarten. Utilize partnerships to scale resources for parents.

Family Therapy:
To uncover and address complicated long-term problems through the use of holistic family therapy to include diagnosis, medication and child behavioral therapy. Through contract therapists, guest therapists, online therapy, and referrals.

Family Case Management:
Create a case management team (resource wrangler) who is responsible for the assessment and warm referrals to both internal and external resources. Referral from case managers to FTF.

Customer Impact:
- Increased positive parental involvement
- Healthy generational relationship skills
- Increased positive parental relationships
- Less generational poverty
- Increased academic achievement and environment
- Positive economic impact (tax dollars, decrease in crime, etc...)
- Long term engagement (mentorship and community)

Evaluation Plan:
- Surveys
- Focus groups
- Input from community partners

What's New for 2025:
- Employment
- Processes for a defined customer journey map
- Evidence based curriculum
- App/Technology
- Community resource partnerships

Inputs:
- People
- Money
- Technology
- Partnerships
- Evidence based curriculum
- Customers
- Facilities
- Processes

Outputs:
- Increased parental confidence
- Learned and implemented parenting skills
- Mutually beneficial partnerships
- # of parents complete school program
- # of parental coaching sessions

Outcomes:
- School outcomes (Grades, attendance and discipline)
- Increased family stability
- Increased positive parental relationships
- Diagnosis and treatment of mental health disorders
- Decrease in negative parental relationship patterns
- Developing hope for better lasting relationships

FTF STRATEGY

PARENTING

Infrastructure Implications:

Process:
Referral process, customer journey map, pre and post evaluation process, onboarding and train the trainer.

Technology:
App development, external integrations, virtual engagement, video creation.

People:
Therapists, developers, coaches, partnership manager, data analyst, case manager, curriculum strategist, teachers, customer community development, child care, customer needs specialist.

Strategic Partnerships:

Mutually beneficial referral networks:

- HCS, Courts, **DCS, churches, NNH, Signal Centers, Chambliss, Partnership, Momentum Network, Operation Hope, CCCS (fee based), Family Homeless Shelters, Room at the Inn, Project Return, Shepherds Arm, Transportation, Child Support, BCBS, EPB..

Delivery Model:

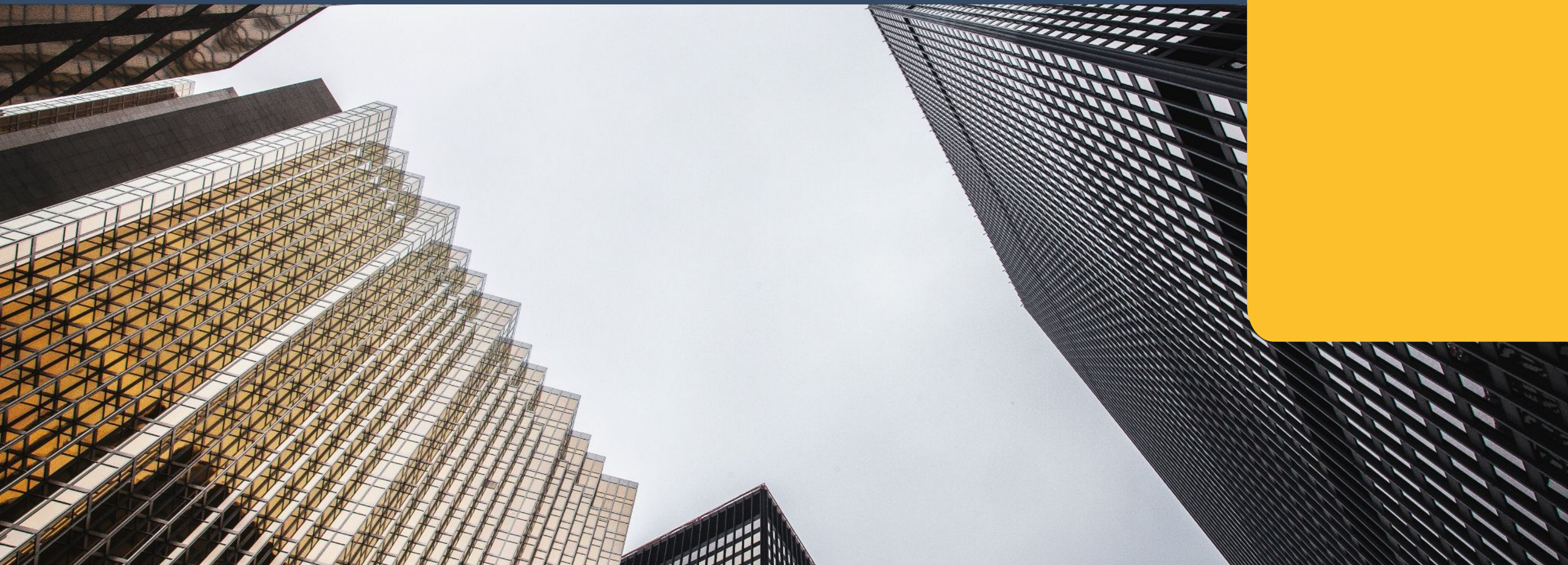
- In person (group sessions, 1 on 1 meetings, instructional class)
- Technology (App, social media, digital resources, messaging)
- Therapy (in person and virtual)
- Community partners (PTA, churches, other community groups)
- Small group engagement (in person, groupme, etc)

FTF STRATEGY

PARENTING

What are the top 5 things we are going to do to deliver on the enhanced parenting services?	When is this going to happen?		
	2023	2024	2025
Repair, establish, or develop strategic community relationships with potential partners	X	X	X
Identify or develop curriculum	X		
Hire	X	X	X
Establishing and implement a community building strategy including technology.	X	X	
App		X	
Funding	X	X	X

DIGITAL SERVICES



FTF STRATEGY

DIGITAL SERVICES

Family Education:

Digital content will be more visually driven through synchronous and asynchronous methods using the website, app, social media, and email marketing. Enrollment is built into online, but there is a personal touch with reach outs to Reggie or James. Eventually, all digital capabilities will be integrated into app, but for now, will be using email, groupme, and zoom for hybrid programs. Long form and short form education will be distributed through Youtube, TikTok, Instagram, and Twitter. Self Paced curriculum will be distributed through website - this will be more mobile friendly capable for easy access. WhatsApp and text message campaigns for different needs - similar to ReVitalize and HCS. Connect with HCS text messages to provide content and partner with them to share tips with parents.

Family Therapy:

Partnerships with telehealth services will be an important component of digitally connecting customers to therapists. Chatbot on the website can also help connect customer to FTF employee with information on programs, services, or connect them to other resources (coaching, case management, therapy, etc.).

Family Case Management:

Unite Us becomes a connection point for assessment and intake process. WhatsApp is used for communication between case manager/community guide and participant. Forms and tools are shared through app - until app is launched this can be shared through email, resource page on website, and create account with goal setting and actionable items to track progress and nurture relationships across organization (knowledge management).

General:

More intentionally using Asana as an internal team. Use HubSpot for email marketing and research further integrations. Razors Edge can be continued to be built out with more capabilities. Adobe Suite is a necessary component of digital content, video production, and graphics. Google Drive serves as knowledge management and stores all digital assets. Sikari is used for automated text messages. Zoom for virtual meetings. Evaluation process is built out through survey monkey.

Infrastructure Implications:

People - Going to need training and hiring potential, contract to developer for app and website

Process - Build out structure for customer journey through digital engagement, build structure for engagement pre app (easier transition into app eventually - begin with end in mind)

Delivery Model:

- Long term - App
- Short term - Account creation in website, Digitally access portfolio or request printed version, text message campaign to quiz and gamify programs between meetups.

Strategic Partnerships:

- Hamilton County Schools & Alumni
- Goodwill, Salvation Army, Samaritan Center - access to customers
- Therapy Telehealth - BetterHelp, TalkSpace
- Catchafire - training
- Unite Us - case management
- Tech Goes Home - technology
- Chattanooga Library - technology
- Apricot 360 - social solutions product - case management app
- EPB, Unum, BCBS - technology partner?

Customer Impact:

- Ease of access and understanding to resources through visual and audio information through infographics, video, etc.
- Empowerment and ownership through case management, therapy, and education process.
- Increase exposure to visualizing future and goal setting
- Increased feeling of accomplishment through challenging and engaging process
- Increase in community through digitally accessible means

FTF STRATEGY

DIGITAL SERVICES

What's New for 2025:

- App
- Unite Us
- WhatsApp, GroupMe
- Youtube
- Text Messaging more broadly (partnerships)
- Telehealth (partnerships and in-house)
- Website Account Capability for progress and accountability

Customer Impact:

- Increased stable, healthy relationship
- Increase commitment in stable, healthy relationship
- Decrease unhealthy relationship patterns

Evaluation Plan:

- Customer Satisfaction Survey through website, app, and email
- Team survey for work best practices
- Focus groups for participants to share UX experience
- Needs Assessment
- Pre and Post program surveys and evaluations

Inputs:

- App and website building
- Assessment and intake structure - tablets or ipads
- Film space and equipment
- Website account build out for knowledge management and ease of enrollment and accountability
- Training on digital tools for internal staff and participants
- Customer Journey Map for engagement before app

Outputs:

- Increased digital engagement through website and social media
- Increased course downloads and completion
- # of text message sign ups and open rate
- Data Analytics from Google/website/email marketing
- [See relationship and parenting outputs]

Outcomes:

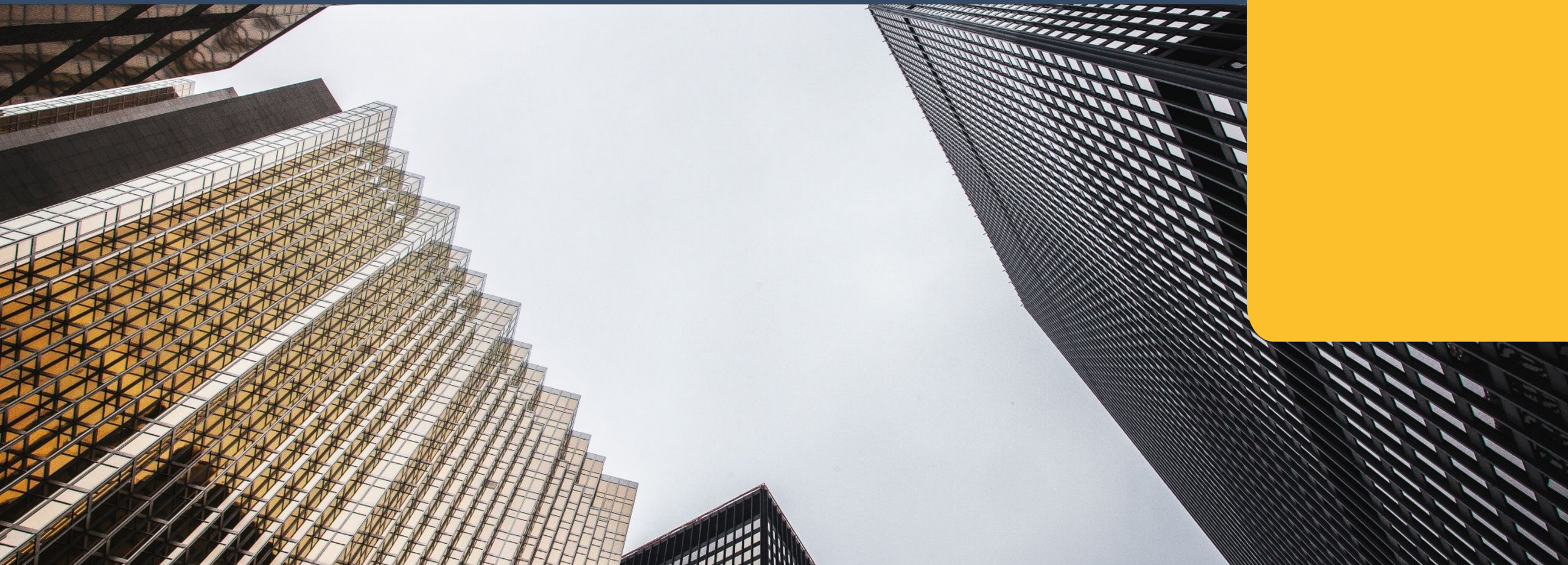
- Increase ease for customers to access resources
- Increase feeling of empowerment and ownership in process
- Increase sense of community through digital connection
- Deeper understanding of content and available resources
- Increased trust in FTF resources and partnerships
- Increased collaborative efficiency for internal team

FTF STRATEGY

PARENTING

What are the top 5 things we are going to do to deliver on enhanced parenting services?	When is this going to happen?		
	2023	2024	2025
Focus group about digital service structure - Build structure for digital access to programs, accountability, assessment and intake (apricot 360), telehealth, communications (whatsapp and chatbot/texting)pre app but easy{er} transition into app- using UX/CX journey map	X		
Develop simple visual content (video and infographic) for short form and long form (podcasts, etc.)	X		
App Development and launch	X (D)	X (D)	X (I)
Develop structure for partnering and utilization of Unite Us (maybe Teletherapy)	X		
Internal trainings/cross training, research, and develop structure of utilizing digital capabilities (Asana, Adobe Suite, Hubspot, and other platforms) - knowledge management process across team	X	X	

PARTNERSHIPS



FTF STRATEGY

PARTNERSHIPS

Family Education:
Develop and cultivate partnerships with like minded organizations which allow FTF to creating strong and healthy families for the customers of our strategic partners who were previously not exposed to our offering. This process involved assessing the needs of our customers, educating our strategic partners on our product offerings while meeting the needs of our customers through a combination of services and providers. Referrals can be used as a vetting process for future strategic partnerships.

Family education partnerships can include childcare, schools within Hamilton County, other organizations that serve families.

Family Therapy:
Acquire in-house therapist to provide on demand sessions to customers in need. This partner will also assist in developing and reviewing curriculum and educating FTF's staff, acting in an advisory position, and facilitating programing. Therapists can also provide referrals to FTF for relationship and parenting services.

Family therapy partnerships can include telehealth and local counseling programs (UTC, Richmont and Lee University)

Family Case Management:
Develop a community management position to manage internal and external cases.

General:
To effectively manage these partnerships FTF will hire a partnership manager, incorporate technology such as UniteUS and co-sponsored community events. Develop structure and research opportunities for advocacy partnerships.

Infrastructure Implications:
People - Customer community relations, political advocate,
Process - Communication guidelines, contracting and agreements, collaborative grant and funding process, evaluation process
Technology - GroupMe, App, technology for staff, CRM, communication equipment, talkspace, EPB free WIFI, tech goes home

Delivery Model:
- Community guides and coaches embedded within the community
- The development of a consortium
- The creation and support of an organic alumni network for support and referrals (structure, support, and measurement)
- Effectively deliver content to individuals through a variety of means including (EPB partnership and Tech goes home).

Partnership Business Model Considerations:
- Contract//agreement management
- Shared database and evaluation process
- Partnership funding opportunities

Customer (Partners) Impact:
Increased understanding of the importance of family and unified families while maintaining a clear understanding of who FTF is and what services are offered.
- Increased advocacy for their own family and others (community)
- Long term engagement and community interactions
- Strengthened non-profit community
- **Increased focus on the impact of family (parenting and relationships) in organizations**
- Partnership accountability
- Positively impact the cultural and political discourse around family structure

FTF STRATEGY

PARTNERSHIPS

What's New for 2025:
- Internal therapists
- Vetting external partners
- Incorporating technology for education, therapy and case management
- Community guides
- B2B relationship management
- Telehealth
- BCBS referrals

Customer (partners) Impact:
- Increased understanding of the importance of family
- Unified families while maintaining a clear understanding of who FTF is and what services are offered.

Evaluation Plan:
- Customer Satisfaction Survey through website, app, and email
- Team survey for work best practices
- Focus groups for participants to share UX experience
- Needs Assessment
- Pre and Post program surveys and evaluations

Inputs:
- Brand management
- Relationship Nurturing Model (org to org and org to corps)
- Finances
- Strategic collaborations
- Technology
- Physical location

Outputs:
- # of strategic partners
- # of referrals to and from partners
- # of individuals moved from crisis to stability
- # of total participants
- # of participants that have received needed services from multiple entities based on our partnerships
- Fluid flow of information and communication

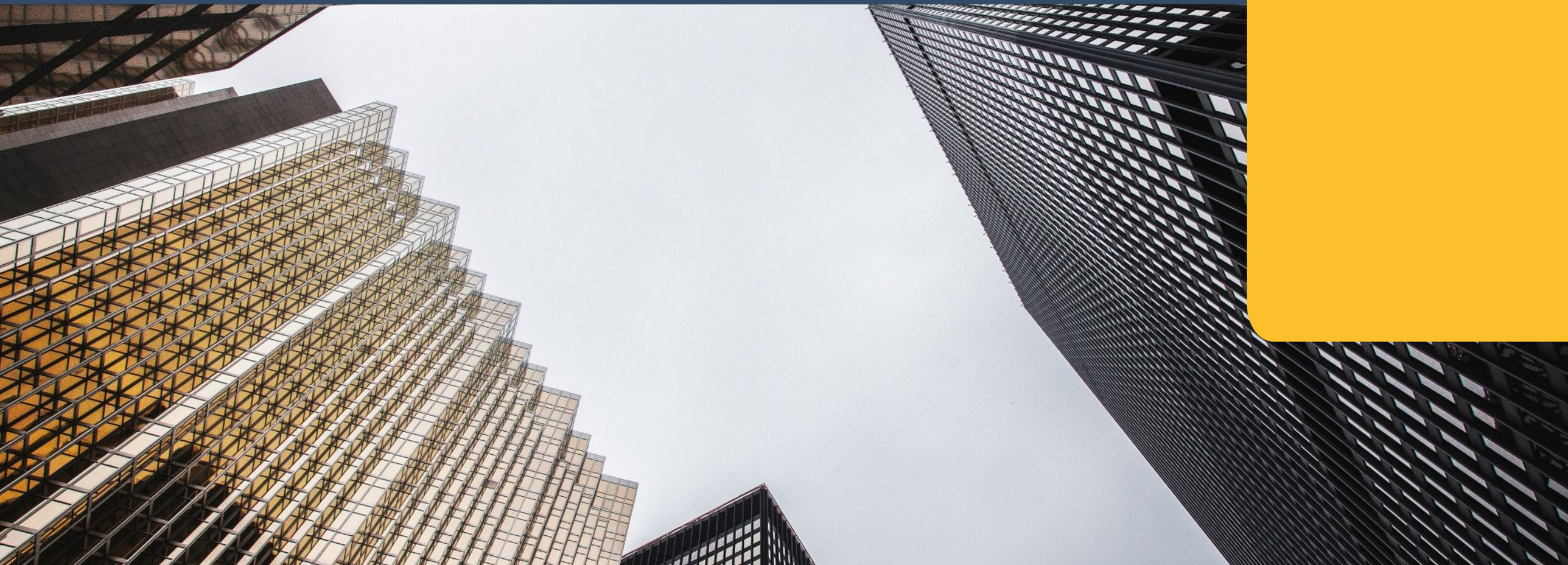
Outcomes:
- Celebrate the same people
- Efficiency in case management
- Customer feels a solid sense of community
- Synergy between FTF and strategic partners
- Increased trust

FTF STRATEGY

PARTNERSHIPS

What are the top 5 things we are going to do to deliver on enhanced partnerships?	When is this going to happen?		
	2023	2024	2025
Conduct a needs assessment to develop partnerships and curriculum	X		
Repair, establish, or develop strategic community relationships (co-sponsored community events)	X		
Hiring community guides, therapists, partnership manager and customer community developer		X	
Defining the process of distinguishing referrals versus strategic partnerships including the developing a process, and feedback loop, to evaluate the effectiveness of the strategic partnerships		X	
Consortium development			X

FUNDING



FTF STRATEGY

FUNDING

- **Grants:** Foundation, Gov't, and Collaborative grants
- **Individual giving:** language and avenue of giving shifts to purposeful giving for low income customer
- **Corporate Giving/Sponsors**
- **Churches**
- **Evaluation Process**
- **Sliding Scale giving for program/resources**
- **events**

Used to develop evidence-based curriculums to scale to other communities, hire and train current and new staff, & invest in technology development. Diversifying funds is important.

Be specific and direct with donors.

Infrastructure Implications:

- People - hire and develop infrastructure for funding dept
- Process - Robust evaluation process
- Technology

What's New for 2025:

- Strategic partnerships for funding
- Robust Evaluation Process
- Study next generation funding options

Strategic Partnerships:

- Like-minded partners to collaborate on grants
- Foundation relationships

Outputs:

- # of individual giving through website
- # of awarded grants
- # of strategic funding partnerships

Outcomes:

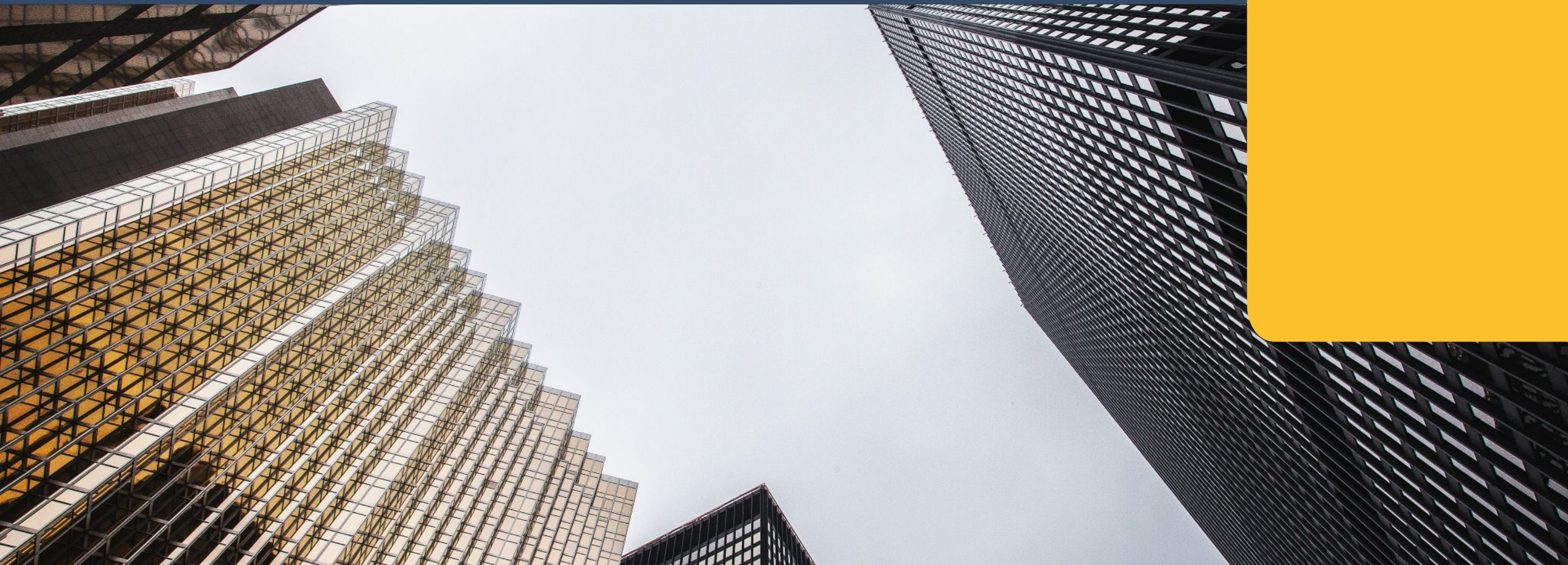
- Increase steady stream of income
- Increase and retain diversification of funds
- Increase transparency and education in impact of giving

FTF STRATEGY

FUNDING

What are the top 5 things we are going to do to deliver on enhanced parenting services?	When is this going to happen?		
	2023	2024	2025
Grants for developing evidence-based program studies-Apply and be awarded a gov't grant			
Purpose centric communications - changing language and articulating purpose of giving (individual sponsorship for families and relationships, or the impact that people are funding - $100,000 for school programs, pay for 5 families to go through program)			
Develop approach to partnership and stewardship model in funding- infrastructure to funding dept (board committee - development)			

INFRASTRUCTURE



FTF STRATEGY

INFRASTRUCTURE

Culture - working on interpersonal skills, conflict resolution, moving together in same direction (alignment and collaboration), communication, transparency

Develop approach to internal values - connected to external values
Develop new organizational structure and refreshed organizational design that align to the strategy. Internship structure and approach.

Build skill sets - Researching programs and skill development options, Continuing to more deeply understand customers, trauma informed training

Robust evidence-based evaluation plans - hire 3rd party evaluator for % of process.
Process to onboarding, communication (hybrid), and transparent goal setting

Customer management database - Unite Us, HubSpot (?), Razors Edge

Technology audit - current state documentation of programs and how they are used and what do we continue forward with

What's New for 2025:

- Communication and Transparency model for alignment and collaboration
- Organizational design and org chart - includes hiring and repositioning
- Evaluation Plan
- Develop Customer Management plan

Outputs:

- # of employees who feel professionally and personally satisfied with role

Outcomes:

- Increased culture of development, collaboration, and transparency
- Increased evaluation of customer impact
- Increased efficiency and effectiveness in roles and responsibilities

FTF STRATEGY

INFRASTRUCTURE

What are the top 5 things we are going to do to deliver on enhanced parenting services?	When is this going to happen?		
	2023	2024	2025
Develop org design and implement			
Staff development plan			
Define communications and collaboration processes			
Define evaluation process			

IMPLEMENTATION

IMPLEMENTATION APPROACH

The First Things First Sponsor Team spent a day developing an implementation plan and prioritizing actions associated with the new strategy. They determined who would sponsor the strategy from the Board and Leadership team, what investments would be made, and what forces were driving or restraining the implementation process.

FTF STRATEGY IMPLEMENTATION

Sponsors Team & Roles

Board - Kirk Stehr
drive board engagement

Executive Leader - Lauren Hall
overall executive and iteration of strategy

Investments

Leadership
- Parenting - Reggie/Chris O.
- Relationships - Reggie/Chris O.
- Digital Services - Mitchell/Tamara
- Partnership - Lauren/Gena
- Funding - Kelly/Jennifer
- Infrastructure - Lauren/Mitchel

Process
- Draft strategy implementation planning steps by initiative - full-day January 23rd to share and agree approach
- February meeting to share strategy with whole team
- Bi-weekly leadership meeting for strategy
- Weekly initiative meeting with partner(?)
- Share strategy plan and updates with Board (communication process)
- Define celebratory milestones

Technology
- Asana work plan
- Google Drive for housing documents
- Email & Asana for communication

What's keeping us from getting there?
- Personnel - Skills, Roles, Org Design
- Capacity - Roles, Time, Energy
- Funding
- Need to expand relationships in the community
- Board - need to restructure to strategic advisory
- Connection to low-income, at-risk customer
- Priority matrix - working on this
- Not evidence-based
- Not being in the inner-circle of decision makers
- Too many roles and responsibilities for leadership team

What drives us to change?
- Vision and purpose for generation to generation in every family
- Clarity in which we see the need
- A need to grow in the same direction
- Social disruptions → relationship and parenting services are an important societal move
- Digital accessibility - need to utilize technology
- Getting back to founding purpose
- To be more effective across the whole person
- A need to be more evidence-based
- Synergy amongst organizations to collaborate

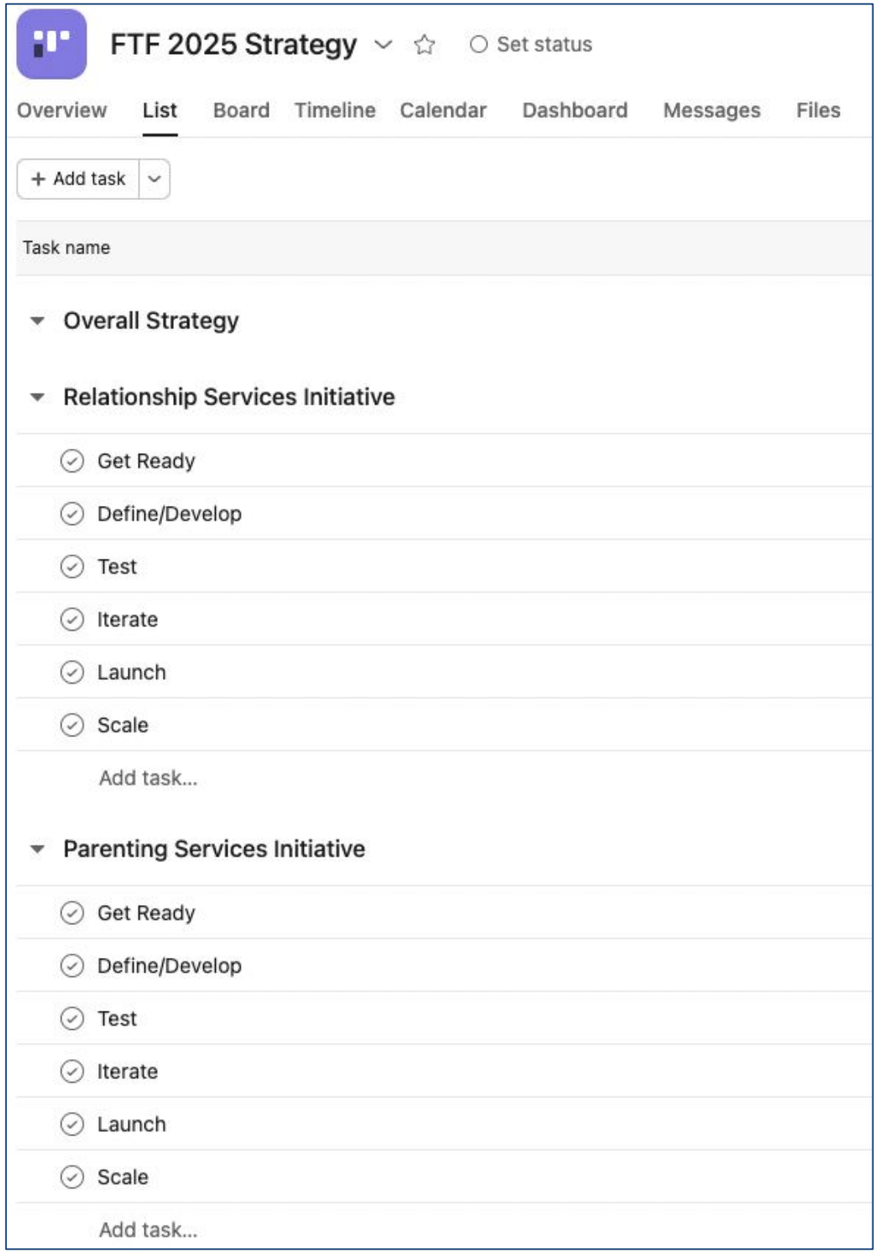
ASANA WORK PLAN

INFRASTRUCTURE

Bridge Innovate provided a structured work plan through Asana, a current software used by First Things First.

The First Things First team can use this work plan to add actions and assign tasks to team members to continue to implement the new strategy.

This structure is customizable and the team can adjust the plan as necessary.



APPENDIX

SPRINTBASE SUMMARY

PERSONA NARRATIVES

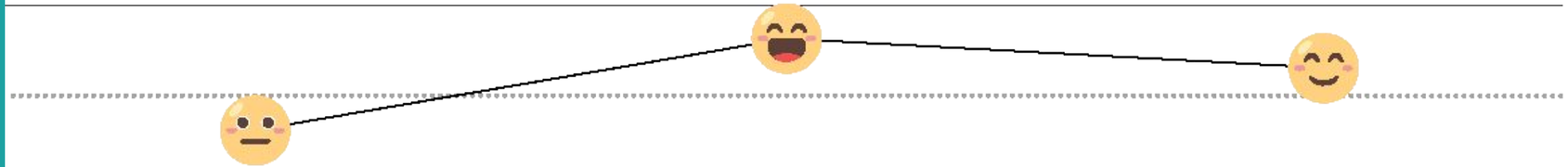
INTERVIEW SUMMARY

SURVEY RESULTS

CUSTOMER JOURNEY MAP

PARENTING SERVICES

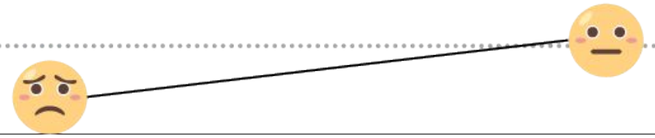
Before

	Awareness	Research	Consideration
Customer Journey	- School Presence - Want better for your kids-every academic possibility - Technology out-gunned - Meet child's basic needs - Academic and/or behavior problems - Previews interaction w/ FTF	- Teacher provides information - Finds us through other organizations like Chambliss - Researching our website - Ask Schools Counselor - Wants to find out what problems we'll solve for child - Referred by therapist	- Counseling - Coaching - Class - Location - Reliability - Referral - Cost
Saying / Thinking	- Comparison w/ other kids/families (social media) - Neighborhood safety	- I just have bad kids -Never done before - Is this really going to work? - Doesn't know what's going on	- What kind of help do I need? - Are they going to understand me? - Is this going to make a difference?
Emotions			
Need/Painpoint	- Lack of corporation from child	- Time - Transportation issues - Cost? - Resource accessibility (no computer)	- Childcare

CUSTOMER JOURNEY MAP

PARENTING SERVICES

During

	Negotiation	Commitment
Customer Journey	- Care for mother while in program - Cost/Scholarship - Time commitment - Childcare/ after school care?	- Pilot Program Participant - Recommendation from school counselor - Signed up for program on website
Saying / Thinking	- Who needs this? Me? Kids? Both? - Do I trust them? (School/FTF) - Will the school work with us?	- Do I have time? - How much time do I have? - I need help
Emotions		
Need/Painpoint	- Car issues - Connecting to a positive male role model	- BBBS (positive role model) - Time - Money

CUSTOMER JOURNEY MAP

PARENTING SERVICES

After

	Service	Outcome	Loyalty
Customer Journey	- w/ tutoring Program - Parent coaching group - Evening (before after classes) @ school - Text Tips - One on one coaching - Online Resources - Muffins for Moms	- Child feels secure - Parenting confidence - Child has more structure - Child has better classroom engagement - Less tension + more peace in household	- Continuing to use resources - Telling other Parents - Volunteer opportunities w/ FTF + School - Help to develop new programs
Saying / Thinking	- They see me - I'm not alone	- My kids aren't bad - What happens next? - How do I bring a man into the picture? - I'm not the only one - I didn't ruin my kid forever	-Relief - I feel like I'm a better mom - "Everyone needs this" - There is still work to be done (awareness)
Emotions			
Need/Painpoint	- Connection to Needs	- Referral to mental health service - Potentially connecting to other resources - How does mothers health affect parenting	- Relationship with the dads - Like minded individuals + community - Needs continued support

CUSTOMER JOURNEY MAP

MARRIAGE SERVICES

Before

	Awareness	Research	Consideration
Customer Journey	- Explosive arguments without time to resolve "have to get to work" - Mental health issues - Financial issues - Friend says "you need help"... - Substance abuse - Fight: someone said "divorce" - see something on that triggers an idea - No more sex - Child says "can you stop fighting"...	- Court appointed clerk or crisis advisor provides info. - Google "marriage help" - Share what's happening on social media - Find something that fits their time - Ask friends/coworkers/family? - Call recognizable program - Researching/ looking for relatability - One person recognizes they have issue(s) or believe no one can help	- Searching various options in the community, people they know, mobile searches, radio, tv, newspaper - Narrow down organizations/ programs - Discussing a time to talk about their relationships "What is our first step? - Align goals for their relationships - How much time does 10 yr/old spend with them? - Is there a case manager for the other child?
Saying / Thinking	- Don't want to be like our parents - "I feel trapped" - Thinking – "Do I fix this or jump ship?" - I'm afraid he'll abandon me and I'll be alone... - I don't know how to handle this or what to do! - I know I need help, I don't know where to go	- Will the program address our needs? - They seem too stuffy/religious/starchy - Can they handle our baggage? - Is there childcare? What is the cost? - Feeling embarrassed that they need help - What kind of time commitment? - Will this cut into our family time? - Will it be just another program?	- What is each person willing to do? - Who is going to be there? - Will they understand our relationship dynamic? - What about childcare? - Do I have to pay for this? - How do we get there?
Emotions			
Need/Painpoint	- The desire or awareness of a need for change is stressful - Generational cycle of marital stress..."this is all I know" - Shame/lack of confidence/guilt/lack of trust - no margin (financial time) - Physically + emotionally unhealthy	- Finding the time to do the research (& difficult on mobile) - Internet accessibility/stability - Not finding something that meets their needs - Finding too many programs - Path of least resistance may seem best - Needing emotional connection with the brand	- Childcare - Positive support system - Facing generational trauma - Bringing up touchy subjects with spouse - Time to engage with program - Relatable program -Interracial + Cultural differences in the relationships

CUSTOMER JOURNEY MAP

MARRIAGE SERVICES

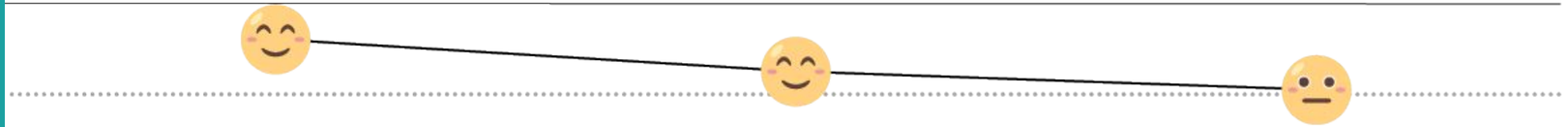
During

	Negotiation	Commitment
Customer Journey	- Agreeing as a couple on where to go - Taking time off/giving up family time *coaching* would provide flexibility - Finding childcare	- Pilot Program Participant Connect with Reggie somehow - Website... Connects with Reggie and/or James - Once they're committed, what do we do to help them feel known from the start?
Saying / Thinking	- Is there hope for our relationship? - Are there local tech rentals? Or paces we can go? - Are we ready/do we want to make a change? - How do I convince my spouse	- They're already rooting for me "on my team" - "This organization is relatable"
Emotions		
Need/Painpoint	- It feels like another thing to do - Not being on the same page	- Need all the information ahead of time to be confident/committed - Two-way commitment (builds trust) - Past disappointments/I've been let down before

CUSTOMER JOURNEY MAP

MARRIAGE SERVICES

After

	Service	Outcome	Loyalty
Customer Journey	- Digital content to build trust - Attend an in-person session a couple times - Attend initial 5 (attend 2nd 5 with invitee) - Program evaluation by session - FTF sponsored counseling - Coaching (1st free) - Paid coaching - Investing in community - Attend a zoom class weekly for 1 hr sharing their stories	- Respecting each other - Communicating to understand each other - Confidence to make contributions in other areas - They feel more secure in their marriage - Found positive support system - Child feels safety + security - They're able to show their child a positive relationship - Program + evaluation	- Refer a friend - Come back for another program/dinners - Biannual events/ reunions - Volunteering/ Mentoring opportunities - Testimony
Saying / Thinking	- Having to be vulnerable - "It's not just me" through listening to others stories - Maybe a better marriage is possible - Is my spouse getting as much out of this as I am....	- Their child "my parents have changed" - "I have work to do + I'm ready to do it" - "I can do better for my family" - "Everybody needs this"	-"come with me" -"now what"
Emotions			
Need/Painpoint	- Realizing brokenness - Childcare - WiFi - Need to come up with more funds for coaching - Time	- Shift in support system - Must see results - Awareness of others needs - How to interact with negative influences - Maintaining growth, What's next? - Awareness of parenting issues	- Feel like they are being talked down to - Coaching interventions - Alumni community - Continued support/services