

EXTENDED TO NOVEMBER 16, 2020

**Form 990**  
(Rev. January 2020)  
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)

OMB No. 1545-0047

**2019**

Open to Public Inspection

Do not enter social security numbers on this form as it may be made public.  
Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

**A** For the 2019 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  
**INCOURAGE COMMUNITY FOUNDATION, INC.**  
 Doing business as  
 Number and street (or P.O. box if mail is not delivered to street address) Room/suite  
**478 E. GRAND AVENUE 200**  
 City or town, state or province, country, and ZIP or foreign postal code  
**WISCONSIN RAPIDS, WI 54494**

**D** Employer identification number  
**39-1772651**

**E** Telephone number  
**715-423-3863**

**G** Gross receipts \$ **9,263,944.**

**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.INCOURAGECF.ORG**

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

**L** Year of formation: **1993** **M** State of legal domicile: **WI**

**Part I Summary**

**1** Briefly describe the organization's mission or most significant activities: **GUIDED BY VALUES OF EQUITY, OPPORTUNITY, SHARED STEWARDSHIP, AND SOCIAL JUSTICE, INCOURAGE**

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

<b>3</b> Number of voting members of the governing body (Part VI, line 1a)	<b>3</b>	<b>4</b>
<b>4</b> Number of independent voting members of the governing body (Part VI, line 1b)	<b>4</b>	<b>4</b>
<b>5</b> Total number of individuals employed in calendar year 2019 (Part V, line 2a)	<b>5</b>	<b>18</b>
<b>6</b> Total number of volunteers (estimate if necessary)	<b>6</b>	<b>89</b>
<b>7a</b> Total unrelated business revenue from Part VIII, column (C), line 12	<b>7a</b>	<b>16,083.</b>
<b>7b</b> Net unrelated business taxable income from Form 990-T, line 39	<b>7b</b>	<b>13,575.</b>

	Prior Year	Current Year
<b>8</b> Contributions and grants (Part VIII, line 1h)	<b>440,297.</b>	<b>752,843.</b>
<b>9</b> Program service revenue (Part VIII, line 2g)	<b>0.</b>	<b>2,136.</b>
<b>10</b> Investment income (Part VIII, column (A), lines 3, 4, and 7d)	<b>1,436,794.</b>	<b>1,493,506.</b>
<b>11</b> Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	<b>0.</b>	<b>0.</b>
<b>12</b> Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	<b>1,877,091.</b>	<b>2,248,485.</b>
<b>13</b> Grants and similar amounts paid (Part IX, column (A), lines 1-3)	<b>821,328.</b>	<b>985,186.</b>
<b>14</b> Benefits paid to or for members (Part IX, column (A), line 4)	<b>0.</b>	<b>0.</b>
<b>15</b> Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	<b>1,409,695.</b>	<b>1,118,268.</b>
<b>16a</b> Professional fundraising fees (Part IX, column (A), line 11e)	<b>0.</b>	<b>0.</b>
<b>b</b> Total fundraising expenses (Part IX, column (D), line 25)	<b>92,137.</b>	
<b>17</b> Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	<b>796,735.</b>	<b>866,538.</b>
<b>18</b> Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	<b>3,027,758.</b>	<b>2,969,992.</b>
<b>19</b> Revenue less expenses. Subtract line 18 from line 12	<b>-1,150,667.</b>	<b>-721,507.</b>

	Beginning of Current Year	End of Year
<b>20</b> Total assets (Part X, line 16)	<b>23,831,075.</b>	<b>25,774,200.</b>
<b>21</b> Total liabilities (Part X, line 26)	<b>1,369,499.</b>	<b>1,503,765.</b>
<b>22</b> Net assets or fund balances. Subtract line 21 from line 20	<b>22,461,576.</b>	<b>24,270,435.</b>

**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: *Betsy Wood*  
**BETSY WOOD, MANAGING DIRECTOR**  
 Type or print name and title

Date: **11-16-2020**

**Paid Preparer Use Only**  
 Print/Type preparer's name: **MARY A. COATES, CPA**  
 Preparer's signature: *Mary A. Coates*  
 Date: **11/13/20**  
 Check if self-employed ☐ PTIN: **P00134220**  
 Firm's name: **WIPFLI LLP**  
 Firm's EIN: **39-0758449**  
 Firm's address: **PO BOX 8010 WAUSAU, WI 54402-8010**  
 Phone no.: **715-845-3111**

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

**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:

FOUNDED AS A TRADITIONAL COMMUNITY FOUNDATION IN 1993, INCOURAGE HAS EVOLVED INTO AN ENTREPRENEURIAL NONPROFIT, DEDICATED TO AND LED BY THE PEOPLE OF CENTRAL WISCONSIN. OVER TWO DECADES, INCOURAGE HAS ADAPTED ITS WORK TO MEET THE COMPLEX NEEDS OF A REGION RECOVERING FROM

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

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

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

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

**4** Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.**4a** (Code: ) (Expenses \$ 1,191,996. including grants of \$ 935,186.) (Revenue \$ )

STRATEGIC PHILANTHROPY: INCOURAGE PROMOTES COLLECTIVE AND STRATEGIC PHILANTHROPY PRINCIPALLY IN THE SOUTH WOOD COUNTY AREA IN CENTRAL WISCONSIN. THIS RURAL AREA INCLUDES TEN MUNICIPALITIES LOCATED IN PARTS OF WOOD AND ADAMS COUNTIES, WITH A COMBINED POPULATION OF ABOUT 45,000. IN 2019, 206 GRANTS WERE APPROVED (EXCLUDING AGENCY GRANTS SUBJECT TO FAS 136) BENEFITTING 95 TAX-EXEMPT ORGANIZATIONS. IN ADDITION, STARTING IN 2017, SCHOLARSHIP AWARDS, RATHER THAN BEING ADMINISTERED AND PAID INTERNALLY BY INCOURAGE, ARE INSTEAD ADMINISTERED THROUGH INTERNATIONAL SCHOLARSHIP AND TUITION SERVICES, A THIRD-PARTY SCHOLARSHIP ADMINISTRATOR. THE 177 SCHOLARSHIPS AWARDED IN 2019, TOTALED \$159,750 AND BENEFITTED 151 RECIPIENTS. THIS AMOUNT IS REFLECTED AS A GRANT TO INTERNATIONAL SCHOLARSHIP AND TUITION SERVICES ON SCHEDULE I. INCOURAGE

**4b** (Code: ) (Expenses \$ 834,471. including grants of \$ 50,000.) (Revenue \$ )

ALIGNMENT OF COMMUNITY CAPITALS: RECOGNIZING THAT GRANTS ALONE CANNOT SUPPORT THE NEEDS OF AN INNOVATIVE, EMERGING ECONOMY, INCOURAGE HAS COMMITTED TO ALIGN AND LEVERAGE ALL OF ITS CAPITALS, INCLUDING MORAL, HUMAN, SOCIAL, INTELLECTUAL, REPUTATIONAL, NATURAL AND FINANCIAL, TO ADVANCE ITS MISSION. INCOURAGE OPERATES WITH A STRATEGY THAT EMBRACES INTENTIONAL FURTHER DEVELOPMENT AND DEPLOYMENT OF VALUES-ALIGNED, PLACE-BASED INVESTMENTS OF ITS FINANCIAL ASSETS, SOMETIMES REFERRED TO AS MISSION, IMPACT, OR COMMUNITY INVESTING. CURRENT MISSION ALIGNED INVESTMENTS INCLUDE INSURED DEPOSITS IN LOCAL BANKS AND CREDIT UNIONS AND FIXED INCOME INVESTMENTS IN REGIONAL HIGH-PERFORMING COMMUNITY DEVELOPMENT FINANCIAL INSTITUTIONS (CDFI'S) THAT PROVIDE FINANCING TO REGIONAL BUSINESSES, HEALTH AND HUMAN SERVICES ORGANIZATIONS, AND

**4c** (Code: ) (Expenses \$ 355,899. including grants of \$ ) (Revenue \$ )

WORKFORCE DEVELOPMENT: TO PROMOTE COMMUNITY PROSPERITY BUILT ON VALUING WORKERS, SUPPORTING LOCAL EMPLOYERS, AND INVESTING IN ECONOMIC GROWTH, BETWEEN 2008 AND 2016 INCOURAGE, AS ONE OF THE FIRST RURAL ORGANIZATIONS NATIONWIDE CHOSEN BY THE NATIONAL FUND FOR WORKFORCE SOLUTIONS (NFWs), LED A PROJECT SITE THROUGH ITS IMPLEMENTATION PARTNER JOBS FOR THE FUTURE, INC. THE LOCAL NFWs INITIATIVE, WORKFORCE CENTRAL, PURSUED A DUAL-CUSTOMER, SECTOR-BASED APPROACH FOR ADVANCING WORKERS INTO JOBS WITH FAMILY SUSTAINING WAGES. ENHANCING THE INTEGRATION OF SOCIAL SERVICES AND MOBILIZATION OF COMMUNITY ORGANIZATIONS IS A CORE ELEMENT OF THIS PHILANTHROPIC-LED STRATEGY. COMMUNITY COLLABORATION EFFORTS RESULTING FROM THIS WORK INCLUDE A MANUFACTURING PEER COUNCIL, A REGIONAL ECONOMIC GROWTH INITIATIVE, A BUSINESS AND EDUCATION

**4d** Other program services (Describe on Schedule O.)(Expenses \$ 148,876. including grants of \$ ) (Revenue \$ 2,136.)**4e** Total program service expenses **2,531,242.**Form **990** (2019)

**Part IV Checklist of Required Schedules**

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



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

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

Note: All Form 990 filers are required to complete Schedule O

**Part V Statements Regarding Other IRS Filings and Tax Compliance**Check if Schedule O contains a response or note to any line in this Part V ☐

	Yes	No
<b>1a</b> Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable .....	<b>1a</b> 24	
<b>b</b> Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable .....	<b>1b</b> 0	
<b>c</b> Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? .....	<b>1c</b> X	

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

	Yes	No
<b>2a</b> Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	<b>2a</b>	<b>18</b>
<b>b</b> If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	<b>2b</b>	<b>X</b>
<b>Note:</b> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)		
<b>3a</b> Did the organization have unrelated business gross income of \$1,000 or more during the year?	<b>3a</b>	<b>X</b>
<b>b</b> If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O	<b>3b</b>	<b>X</b>
<b>4a</b> At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	<b>4a</b>	<b>X</b>
<b>b</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).		
<b>5a</b> Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	<b>5a</b>	<b>X</b>
<b>b</b> Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	<b>5b</b>	<b>X</b>
<b>c</b> If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	<b>5c</b>	
<b>6a</b> Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	<b>6a</b>	<b>X</b>
<b>b</b> If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	<b>6b</b>	
<b>7 Organizations that may receive deductible contributions under section 170(c).</b>		
<b>a</b> Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	<b>7a</b>	<b>X</b>
<b>b</b> If "Yes," did the organization notify the donor of the value of the goods or services provided?	<b>7b</b>	<b>X</b>
<b>c</b> Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	<b>7c</b>	<b>X</b>
<b>d</b> If "Yes," indicate the number of Forms 8282 filed during the year	<b>7d</b>	<b>1</b>
<b>e</b> Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	<b>7e</b>	<b>X</b>
<b>f</b> Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	<b>7f</b>	<b>X</b>
<b>g</b> If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	<b>7g</b>	
<b>h</b> If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	<b>7h</b>	
<b>8 Sponsoring organizations maintaining donor advised funds.</b> Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	<b>8</b>	<b>X</b>
<b>9 Sponsoring organizations maintaining donor advised funds.</b>		
<b>a</b> Did the sponsoring organization make any taxable distributions under section 4966?	<b>9a</b>	<b>X</b>
<b>b</b> Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	<b>9b</b>	<b>X</b>
<b>10 Section 501(c)(7) organizations.</b> Enter:		
<b>a</b> Initiation fees and capital contributions included on Part VIII, line 12	<b>10a</b>	
<b>b</b> Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	<b>10b</b>	
<b>11 Section 501(c)(12) organizations.</b> Enter:		
<b>a</b> Gross income from members or shareholders	<b>11a</b>	
<b>b</b> Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.)	<b>11b</b>	
<b>12a Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?	<b>12a</b>	
<b>b</b> If "Yes," enter the amount of tax-exempt interest received or accrued during the year	<b>12b</b>	
<b>13 Section 501(c)(29) qualified nonprofit health insurance issuers.</b>		
<b>a</b> Is the organization licensed to issue qualified health plans in more than one state?	<b>13a</b>	
<b>Note:</b> See the instructions for additional information the organization must report on Schedule O.		
<b>b</b> Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	<b>13b</b>	
<b>c</b> Enter the amount of reserves on hand	<b>13c</b>	
<b>14a</b> Did the organization receive any payments for indoor tanning services during the tax year?	<b>14a</b>	<b>X</b>
<b>b</b> If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O	<b>14b</b>	
<b>15</b> Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year?	<b>15</b>	<b>X</b>
If "Yes," see instructions and file Form 4720, Schedule N.		
<b>16</b> Is the organization an educational institution subject to the section 4968 excise tax on net investment income?	<b>16</b>	<b>X</b>
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**

	1a	1b	Yes	No
<b>1a</b> Enter the number of voting members of the governing body at the end of the tax year	4			
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>b</b> Enter the number of voting members included on line 1a, above, who are independent		4		
<b>2</b> 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
<b>3</b> 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
<b>4</b> Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?			4	X
<b>5</b> Did the organization become aware during the year of a significant diversion of the organization's assets?			5	X
<b>6</b> Did the organization have members or stockholders?			6	X
<b>7a</b> 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>b</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
<b>8</b> Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
<b>a</b> The governing body?			8a	X
<b>b</b> Each committee with authority to act on behalf of the governing body?			8b	X
<b>9</b> 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
<b>10a</b> Did the organization have local chapters, branches, or affiliates?		X
<b>b</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?		
<b>11a</b> Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	X	
<b>b</b> Describe in Schedule O the process, if any, used by the organization to review this Form 990.		
<b>12a</b> Did the organization have a written conflict of interest policy? If "No," go to line 13	X	
<b>b</b> Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	X	
<b>c</b> Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done	X	
<b>13</b> Did the organization have a written whistleblower policy?	X	
<b>14</b> Did the organization have a written document retention and destruction policy?	X	
<b>15</b> 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?		
<b>a</b> The organization's CEO, Executive Director, or top management official	X	
<b>b</b> Other officers or key employees of the organization	X	
If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).		
<b>16a</b> Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?		X
<b>b</b> If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?		

**Section C. Disclosure**

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

**18** Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.  
☐ Own website ☐ Another's website ☒ Upon request ☒ Other (explain on Schedule O)

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

**20** State the name, address, and telephone number of the person who possesses the organization's books and records **DAWN NEUMAN - 715-423-3863**  
**478 E GRAND AVE, SUITE 200, WISCONSIN RAPIDS, WI 54494**

X

**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)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
<b>1b Subtotal</b>								436,423.	0.	18,433.
<b>c Total from continuation sheets to Part VII, Section A</b>								0.	0.	0.
<b>d Total (add lines 1b and 1c)</b>								436,423.	0.	18,433.

**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 **3**

- 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*
- 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*
- 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*

	Yes	No
3		X
4	X	
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
<b>Contributions, Gifts, Grants and Other Similar Amounts</b>	<b>1 a</b> Federated campaigns .....	<b>1a</b>					
	<b>b</b> Membership dues .....	<b>1b</b>					
	<b>c</b> Fundraising events .....	<b>1c</b>					
	<b>d</b> Related organizations .....	<b>1d</b>					
	<b>e</b> Government grants (contributions) .....	<b>1e</b>					
	<b>f</b> All other contributions, gifts, grants, and similar amounts not included above ...	<b>1f</b>	752,843.				
	<b>g</b> Noncash contributions included in lines 1a-1f	<b>1g</b>	\$ 113,954.				
	<b>h Total.</b> Add lines 1a-1f .....			752,843.			
<b>Program Service Revenue</b>	<b>2 a</b> PROGRAM & FACILITATION SERVICES	<b>Business Code</b>	900099	2,136.	2,136.		
	<b>b</b> .....						
	<b>c</b> .....						
	<b>d</b> .....						
	<b>e</b> .....						
	<b>f</b> All other program service revenue .....						
	<b>g Total.</b> Add lines 2a-2f .....			2,136.			
	<b>Other Revenue</b>	<b>3</b> Investment income (including dividends, interest, and other similar amounts) .....			472,896.		16,083.
<b>4</b> Income from investment of tax-exempt bond proceeds .....							
<b>5</b> Royalties .....							
<b>6 a</b> Gross rents .....		<b>6a</b>	(i) Real (ii) Personal				
<b>b</b> Less: rental expenses ...		<b>6b</b>					
<b>c</b> Rental income or (loss) .....		<b>6c</b>					
<b>d</b> Net rental income or (loss) .....							
<b>7 a</b> Gross amount from sales of assets other than inventory .....		<b>7a</b>	(i) Securities (ii) Other				
<b>b</b> Less: cost or other basis and sales expenses .....		<b>7b</b>		8,036,069.			
<b>c</b> Gain or (loss) .....		<b>7c</b>		7,015,459.			
<b>d</b> Net gain or (loss) .....				1,020,610.			1,020,610.
<b>8 a</b> Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18 .....		<b>8a</b>					
<b>b</b> Less: direct expenses .....		<b>8b</b>					
<b>c</b> Net income or (loss) from fundraising events .....							
<b>9 a</b> Gross income from gaming activities. See Part IV, line 19 .....		<b>9a</b>					
<b>b</b> Less: direct expenses .....	<b>9b</b>						
<b>c</b> Net income or (loss) from gaming activities .....							
<b>10 a</b> Gross sales of inventory, less returns and allowances .....	<b>10a</b>						
<b>b</b> Less: cost of goods sold .....	<b>10b</b>						
<b>c</b> Net income or (loss) from sales of inventory .....							
<b>Miscellaneous Revenue</b>	<b>11 a</b> .....	<b>Business Code</b>					
	<b>b</b> .....						
	<b>c</b> .....						
	<b>d</b> All other revenue .....						
	<b>e Total.</b> Add lines 11a-11d .....						
	<b>12 Total revenue.</b> See instructions .....			2,248,485.	2,136.	16,083.	1,477,423.

**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

☒ X

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
<b>1</b> Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	824,536.	824,536.		
<b>2</b> Grants and other assistance to domestic individuals. See Part IV, line 22	160,650.	160,650.		
<b>3</b> Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
<b>4</b> Benefits paid to or for members				
<b>5</b> Compensation of current officers, directors, trustees, and key employees	357,403.	253,534.	71,983.	31,886.
<b>6</b> Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)	544,929.	463,471.	64,533.	16,925.
<b>7</b> Other salaries and wages				
<b>8</b> Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	24,934.	21,183.	2,991.	760.
<b>9</b> Other employee benefits	118,177.	99,859.	14,470.	3,848.
<b>10</b> Payroll taxes	72,825.	58,843.	10,689.	3,293.
<b>11</b> Fees for services (nonemployees):				
<b>a</b> Management				
<b>b</b> Legal	81,183.	68,731.	5,380.	7,072.
<b>c</b> Accounting	12,145.		12,145.	
<b>d</b> Lobbying				
<b>e</b> Professional fundraising services. See Part IV, line 17				
<b>f</b> Investment management fees	122,173.		122,173.	
<b>g</b> Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch. O.)	328,214.	307,746.	7,286.	13,182.
<b>12</b> Advertising and promotion	31.	31.		
<b>13</b> Office expenses	24,033.	15,710.	3,550.	4,773.
<b>14</b> Information technology	99,158.	79,388.	13,354.	6,416.
<b>15</b> Royalties				
<b>16</b> Occupancy	17,761.	15,195.	1,909.	657.
<b>17</b> Travel	25,191.	23,830.	959.	402.
<b>18</b> Payments of travel or entertainment expenses for any federal, state, or local public officials				
<b>19</b> Conferences, conventions, and meetings	15,463.	14,714.	431.	318.
<b>20</b> Interest				
<b>21</b> Payments to affiliates				
<b>22</b> Depreciation, depletion, and amortization	43,910.	35,216.	6,468.	2,226.
<b>23</b> Insurance	6,786.	3,003.	3,599.	184.
<b>24</b> 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.)				
<b>a</b> <b>FUND PROGRAM ACTIVITIES</b>	79,847.	79,847.		
<b>b</b> <b>DUES, SUBSCRIPTIONS, BOOK</b>	7,251.	5,492.	1,564.	195.
<b>c</b> <b>UNRELATED BUS INC TAXES</b>	3,129.		3,129.	
<b>d</b> <b>COMMUNICATION/SPONSORSH</b>	263.	263.		
<b>e</b> All other expenses				
<b>25</b> <b>Total functional expenses.</b> Add lines 1 through 24e	2,969,992.	2,531,242.	346,613.	92,137.
<b>26</b> <b>Joint costs.</b> 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
<b>Assets</b>	<b>1</b> Cash - non-interest-bearing .....	147,272.	<b>1</b>	53,417.
	<b>2</b> Savings and temporary cash investments .....	1,454,487.	<b>2</b>	2,274,030.
	<b>3</b> Pledges and grants receivable, net .....	250.	<b>3</b>	0.
	<b>4</b> Accounts receivable, net .....		<b>4</b>	
	<b>5</b> 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 .....		<b>5</b>	
	<b>6</b> Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B) .....		<b>6</b>	
	<b>7</b> Notes and loans receivable, net .....		<b>7</b>	
	<b>8</b> Inventories for sale or use .....		<b>8</b>	
	<b>9</b> Prepaid expenses and deferred charges .....	33,290.	<b>9</b>	22,937.
	<b>10a</b> Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D .....	<b>10a</b> 490,537.		
	<b>b</b> Less: accumulated depreciation .....	<b>10b</b> 366,997.	<b>10c</b>	123,540.
	<b>11</b> Investments - publicly traded securities .....	18,256,858.	<b>11</b>	19,870,796.
	<b>12</b> Investments - other securities. See Part IV, line 11 .....	1,108,213.	<b>12</b>	611,134.
	<b>13</b> Investments - program-related. See Part IV, line 11 .....	2,457,816.	<b>13</b>	2,605,843.
	<b>14</b> Intangible assets .....	5,014.	<b>14</b>	5,014.
	<b>15</b> Other assets. See Part IV, line 11 .....	200,425.	<b>15</b>	207,489.
<b>16</b> <b>Total assets.</b> Add lines 1 through 15 (must equal line 33) .....	23,831,075.	<b>16</b>	25,774,200.	
<b>Liabilities</b>	<b>17</b> Accounts payable and accrued expenses .....	107,275.	<b>17</b>	85,099.
	<b>18</b> Grants payable .....	77,087.	<b>18</b>	65,424.
	<b>19</b> Deferred revenue .....		<b>19</b>	
	<b>20</b> Tax-exempt bond liabilities .....		<b>20</b>	
	<b>21</b> Escrow or custodial account liability. Complete Part IV of Schedule D .....		<b>21</b>	
	<b>22</b> Loans and other payables to 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 .....		<b>22</b>	
	<b>23</b> Secured mortgages and notes payable to unrelated third parties .....		<b>23</b>	
	<b>24</b> Unsecured notes and loans payable to unrelated third parties .....		<b>24</b>	
	<b>25</b> Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D .....	1,185,137.	<b>25</b>	1,353,242.
	<b>26</b> <b>Total liabilities.</b> Add lines 17 through 25 .....	1,369,499.	<b>26</b>	1,503,765.
<b>Net Assets or Fund Balances</b>	<b>Organizations that follow FASB ASC 958, check here</b> <input checked="" type="checkbox"/> <b>and complete lines 27, 28, 32, and 33.</b>			
	<b>27</b> Net assets without donor restrictions .....	22,173,009.	<b>27</b>	23,961,550.
	<b>28</b> Net assets with donor restrictions .....	288,567.	<b>28</b>	308,885.
	<b>Organizations that do not follow FASB ASC 958, check here</b> <input type="checkbox"/> <b>and complete lines 29 through 33.</b>			
	<b>29</b> Capital stock or trust principal, or current funds .....		<b>29</b>	
	<b>30</b> Paid-in or capital surplus, or land, building, or equipment fund .....		<b>30</b>	
	<b>31</b> Retained earnings, endowment, accumulated income, or other funds .....		<b>31</b>	
	<b>32</b> <b>Total net assets or fund balances</b> .....	22,461,576.	<b>32</b>	24,270,435.
	<b>33</b> <b>Total liabilities and net assets/fund balances</b> .....	23,831,075.	<b>33</b>	25,774,200.

Form 990 (2019)

**Part XI Reconciliation of Net Assets**Check if Schedule O contains a response or note to any line in this Part XI ☒

<b>1</b>	Total revenue (must equal Part VIII, column (A), line 12)	<b>1</b>	2,248,485.
<b>2</b>	Total expenses (must equal Part IX, column (A), line 25)	<b>2</b>	2,969,992.
<b>3</b>	Revenue less expenses. Subtract line 2 from line 1	<b>3</b>	-721,507.
<b>4</b>	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	<b>4</b>	22,461,576.
<b>5</b>	Net unrealized gains (losses) on investments	<b>5</b>	2,511,501.
<b>6</b>	Donated services and use of facilities	<b>6</b>	
<b>7</b>	Investment expenses	<b>7</b>	
<b>8</b>	Prior period adjustments	<b>8</b>	1,152.
<b>9</b>	Other changes in net assets or fund balances (explain on Schedule O)	<b>9</b>	17,713.
<b>10</b>	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	<b>10</b>	24,270,435.

**Part XII Financial Statements and Reporting**Check if Schedule O contains a response or note to any line in this Part XII ☒

	Yes	No
<b>1</b> Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.		
<b>2a</b> Were the organization's financial statements compiled or reviewed by an independent accountant? _____ If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		<input checked="" type="checkbox"/>
<b>b</b> Were the organization's financial statements audited by an independent accountant? _____ If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input checked="" type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	<input checked="" type="checkbox"/>	
<b>c</b> If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? _____ If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.	<input checked="" type="checkbox"/>	
<b>3a</b> 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? _____		<input checked="" type="checkbox"/>
<b>b</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 _____		

Form 990 (2019)

Department of the Treasury  
Internal Revenue Service

**Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.**  
**▶ Attach to Form 990 or Form 990-EZ.**

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

OMB No. 1545-0047

2019

**Open to Public Inspection**

Name of the organization

INCOURAGE COMMUNITY FOUNDATION, INC.

Employer identification number	
--------------------------------	--

39-1772651

<b>Part I</b>	<b>Reason for Public Charity Status</b> (All organizations must complete this part.) See instructions.
---------------	--

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

- 1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2 ☐ A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990 or 990-EZ).)
- 3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state: \_\_\_\_\_
- 5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7 ☐ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8 ☒ A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9 ☐ An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: \_\_\_\_\_
- 10 ☐ An organization that normally receives: (1) more than 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).

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

**Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) 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) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .....	1485038.	1237794.	1681182.	440,297.	754,943.	5599254.
<b>2</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf .....						
<b>3</b> The value of services or facilities furnished by a governmental unit to the organization without charge .....						
<b>4 Total.</b> Add lines 1 through 3 .....	1485038.	1237794.	1681182.	440,297.	754,943.	5599254.
<b>5</b> The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) .....						1910114.
<b>6 Public support.</b> Subtract line 5 from line 4.						3689140.

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ►	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
<b>7</b> Amounts from line 4 .....	1485038.	1237794.	1681182.	440,297.	754,943.	5599254.
<b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources .....	736,930.	588,521.	606,293.	630,710.	472,898.	3035352.
<b>9</b> Net income from unrelated business activities, whether or not the business is regularly carried on .....						
<b>10</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) .....						
<b>11 Total support.</b> Add lines 7 through 10						8634606.
<b>12</b> Gross receipts from related activities, etc. (see instructions) .....					12	7,992.
<b>13 First five years.</b> 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 <b>stop here</b> .....						► <input type="checkbox"/>

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

<b>14</b> Public support percentage for 2019 (line 6, column (f) divided by line 11, column (f)) .....	<b>14</b>	42.73 %
<b>15</b> Public support percentage from 2018 Schedule A, Part II, line 14 .....	<b>15</b>	38.51 %
<b>16a 33 1/3% support test - 2019.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization .....		► <input checked="" type="checkbox"/>
<b>b 33 1/3% support test - 2018.</b> 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 <b>stop here.</b> The organization qualifies as a publicly supported organization .....		► <input type="checkbox"/>
<b>17a 10% -facts-and-circumstances test - 2019.</b> 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 <b>stop here.</b> Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization .....		► <input type="checkbox"/>
<b>b 10% -facts-and-circumstances test - 2018.</b> 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 <b>stop here.</b> Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization .....		► <input type="checkbox"/>
<b>18 Private foundation.</b> If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions .....		► <input type="checkbox"/>

Schedule A (Form 990 or 990-EZ) 2019



**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) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .....						
<b>2</b> Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose .....						
<b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513 .....						
<b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf .....						
<b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge .....						
<b>6 Total.</b> Add lines 1 through 5 .....						
<b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons .....						
<b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year .....						
<b>c</b> Add lines 7a and 7b .....						
<b>8 Public support.</b> (Subtract line 7c from line 6.)						

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ►	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
<b>9</b> Amounts from line 6 .....						
<b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources .....						
<b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975 .....						
<b>c</b> Add lines 10a and 10b .....						
<b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on .....						
<b>12</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) .....						
<b>13 Total support.</b> (Add lines 9, 10c, 11, and 12.)						
<b>14 First five years.</b> 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 <b>stop here</b> .....						<input type="checkbox"/>

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

<b>15</b> Public support percentage for 2019 (line 8, column (f), divided by line 13, column (f)) .....	<b>15</b>	%
<b>16</b> Public support percentage from 2018 Schedule A, Part III, line 15 .....	<b>16</b>	%

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

<b>17</b> Investment income percentage for 2019 (line 10c, column (f), divided by line 13, column (f)) .....	<b>17</b>	%
<b>18</b> Investment income percentage from 2018 Schedule A, Part III, line 17 .....	<b>18</b>	%

**19a 33 1/3% support tests - 2019.** 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 - 2018.** 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 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of Part I, complete Sections A and D, and complete Part V.)

**Section A. All Supporting Organizations**

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

**Part IV** Supporting Organizations (continued)

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

**Section B. Type I Supporting Organizations**

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

**Section C. Type II Supporting Organizations**

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

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

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

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

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

**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	<b>Adjusted Net Income</b> (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	<b>Total</b> (add lines 1a, 1b, and 1c)	1d	
e	<b>Discount</b> claimed for blockage or other factors (explain in detail in <b>Part VI</b> ):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d.	3	
4	Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by .035.	6	
7	Recoveries of prior-year distributions	7	
8	<b>Minimum Asset Amount</b> (add line 7 to line 6)	8	

Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1	
2	Enter 85% of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	<b>Distributable Amount.</b> Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

Schedule A (Form 990 or 990-EZ) 2019

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

<b>Section D - Distributions</b>	<b>Current Year</b>
<b>1</b> Amounts paid to supported organizations to accomplish exempt purposes	
<b>2</b> Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
<b>3</b> Administrative expenses paid to accomplish exempt purposes of supported organizations	
<b>4</b> Amounts paid to acquire exempt-use assets	
<b>5</b> Qualified set-aside amounts (prior IRS approval required)	
<b>6</b> Other distributions (describe in <b>Part VI</b> ). See instructions.	
<b>7 Total annual distributions.</b> Add lines 1 through 6.	
<b>8</b> Distributions to attentive supported organizations to which the organization is responsive (provide details in <b>Part VI</b> ). See instructions.	
<b>9</b> Distributable amount for 2019 from Section C, line 6	
<b>10</b> Line 8 amount divided by line 9 amount	

<b>Section E - Distribution Allocations</b> (see instructions)	<b>(i) Excess Distributions</b>	<b>(ii) Underdistributions Pre-2019</b>	<b>(iii) Distributable Amount for 2019</b>
<b>1</b> Distributable amount for 2019 from Section C, line 6			
<b>2</b> Underdistributions, if any, for years prior to 2019 (reasonable cause required- explain in <b>Part VI</b> ). See instructions.			
<b>3</b> Excess distributions carryover, if any, to 2019			
<b>a</b> From 2014			
<b>b</b> From 2015			
<b>c</b> From 2016			
<b>d</b> From 2017			
<b>e</b> From 2018			
<b>f Total</b> of lines 3a through e			
<b>g</b> Applied to underdistributions of prior years			
<b>h</b> Applied to 2019 distributable amount			
<b>i</b> Carryover from 2014 not applied (see instructions)			
<b>j</b> Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
<b>4</b> Distributions for 2019 from Section D, line 7: \$			
<b>a</b> Applied to underdistributions of prior years			
<b>b</b> Applied to 2019 distributable amount			
<b>c</b> Remainder. Subtract lines 4a and 4b from 4.			
<b>5</b> Remaining underdistributions for years prior to 2019, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in <b>Part VI</b> . See instructions.			
<b>6</b> Remaining underdistributions for 2019. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in <b>Part VI</b> . See instructions.			
<b>7 Excess distributions carryover to 2020.</b> Add lines 3j and 4c.			
<b>8</b> Breakdown of line 7:			
<b>a</b> Excess from 2015			
<b>b</b> Excess from 2016			
<b>c</b> Excess from 2017			
<b>d</b> Excess from 2018			
<b>e</b> Excess from 2019			

Schedule A (Form 990 or 990-EZ) 2019

**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.)

SCH A, PART II, LINE 1

INCOURAGE COMMUNITY FOUNDATION RECEIVES AND HOLDS FUNDS FOR OTHER  
ORGANIZATIONS. THESE ARE CHARACTERIZED AS CONTRIBUTIONS ON SCHEDULE A,  
BUT NOT ON FORM 990, PART VIII, LINE 1 AS REVENUE OR NET ASSETS ON FORM  
990 PART X.



**Schedule B**(Form 990, 990-EZ,  
or 990-PF)Department of the Treasury  
Internal Revenue Service**Schedule of Contributors**

- ▶ Attach to Form 990, Form 990-EZ, or Form 990-PF.  
▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2019**

Name of the organization

INCOURAGE COMMUNITY FOUNDATION, INC.

Employer identification number

39-1772651

Organization type (check one):

**Filers of:****Section:**

Form 990 or 990-EZ

☒ 501(c)( 3 ) (enter number) organization☐ 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation☐ 527 political organization

Form 990-PF

☐ 501(c)(3) exempt private foundation☐ 4947(a)(1) nonexempt charitable trust treated as a private foundation☐ 501(c)(3) taxable private foundationCheck if your organization is covered by the **General Rule** or a **Special Rule**.**Note:** Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.**General Rule**

- ☐ For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

**Special Rules**

- ☒ For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** \$5,000; or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.
- ☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I, II, and III.
- ☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year ..... ▶ \$ \_\_\_\_\_

**Caution:** An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

Name of organization

Employer identification number

**INCOURAGE COMMUNITY FOUNDATION, INC.****39-1772651****Part I Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
<u>1</u>		\$ <u>150,000.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
<u>2</u>		\$ <u>108,903.</u>	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input checked="" type="checkbox"/> (Complete Part II for noncash contributions.)
<u>3</u>		\$ <u>60,000.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
<u>4</u>		\$ <u>50,000.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
<u>5</u>		\$ <u>25,864.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
<u>6</u>		\$ <u>18,607.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization

Employer identification number

INCOURAGE COMMUNITY FOUNDATION, INC.

39-1772651

**Part I Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
7		\$ 16,000.	Person <input checked="checked" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Employer identification number

39-1772651

## Part II

(a) No. from Part I	(b)  Description of noncash property given	(c)  FMV (or estimate) (See instructions.)	(d)  Date received
2	490 SHARES RIVER CITIES BANKSHARES	\$ 108,903.	10/22/19
(a) No. from Part I	(b)  Description of noncash property given	(c)  FMV (or estimate) (See instructions.)	(d)  Date received
		\$	
(a) No. from Part I	(b)  Description of noncash property given	(c)  FMV (or estimate) (See instructions.)	(d)  Date received
		\$	
(a) No. from Part I	(b)  Description of noncash property given	(c)  FMV (or estimate) (See instructions.)	(d)  Date received
		\$	
(a) No. from Part I	(b)  Description of noncash property given	(c)  FMV (or estimate) (See instructions.)	(d)  Date received
		\$	
(a) No. from Part I	(b)  Description of noncash property given	(c)  FMV (or estimate) (See instructions.)	(d)  Date received
		\$	
(a) No. from Part I	(b)  Description of noncash property given	(c)  FMV (or estimate) (See instructions.)	(d)  Date received
		\$	

Name of organization

Employer identification number

**INCOURAGE COMMUNITY FOUNDATION, INC.****39-1772651****Part III**

Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of **\$1,000 or less** for the year. (Enter this info. once.) ▶ \$ \_\_\_\_\_

Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee

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

Department of the Treasury  
Internal Revenue Service

**Political Campaign and Lobbying Activities**

For Organizations Exempt From Income Tax Under section 501(c) and section 527  
▶ **Complete if the organization is described below.** ▶ **Attach to Form 990 or Form 990-EZ.**  
▶ **Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.**

OMB No. 1545-0047

**2019**

**Open to Public  
Inspection**

**If the organization answered "Yes," on Form 990, Part IV, line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then**

- Section 501(c)(3) organizations: Complete Parts I-A and B. Do not complete Part I-C.
- Section 501(c) (other than section 501(c)(3)) organizations: Complete Parts I-A and C below. Do not complete Part I-B.
- Section 527 organizations: Complete Part I-A only.

**If the organization answered "Yes," on Form 990, Part IV, line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then**

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)): Complete Part II-A. Do not complete Part II-B.
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)): Complete Part II-B. Do not complete Part II-A.

**If the organization answered "Yes," on Form 990, Part IV, line 5 (Proxy Tax) (see separate instructions) or Form 990-EZ, Part V, line 35c (Proxy Tax) (see separate instructions), then**

- Section 501(c)(4), (5), or (6) organizations: Complete Part III.

Name of organization

**INCOURAGE COMMUNITY FOUNDATION, INC.**

Employer identification number

**39-1772651**

**Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.**

1 Provide a description of the organization's direct and indirect political campaign activities in Part IV.

2 Political campaign activity expenditures ..... ▶ \$

3 Volunteer hours for political campaign activities .....

**Part I-B Complete if the organization is exempt under section 501(c)(3).**

1 Enter the amount of any excise tax incurred by the organization under section 4955 ..... ▶ \$

2 Enter the amount of any excise tax incurred by organization managers under section 4955 ..... ▶ \$

3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year? ..... ☐ Yes ☐ No

4a Was a correction made? ..... ☐ Yes ☐ No

b If "Yes," describe in Part IV.

**Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).**

1 Enter the amount directly expended by the filing organization for section 527 exempt function activities ..... ▶ \$

2 Enter the amount of the filing organization's funds contributed to other organizations for section 527  
exempt function activities ..... ▶ \$

3 Total exempt function expenditures. Add lines 1 and 2. Enter here and on Form 1120-POL,  
line 17b ..... ▶ \$

4 Did the filing organization file **Form 1120-POL** for this year? ..... ☐ Yes ☐ No

5 Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments. For each organization listed, enter the amount paid from the filing organization's funds. Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC). If additional space is needed, provide information in Part IV.

(a) Name	(b) Address	(c) EIN	(d) Amount paid from filing organization's funds. If none, enter -0-.	(e) Amount of political contributions received and promptly and directly delivered to a separate political organization. If none, enter -0-.

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

Schedule C (Form 990 or 990-EZ) 2019

LHA

932041 11-26-19



**Part II-A** Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).

**A** Check ☐ if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures).

**B** Check ☐ if the filing organization checked box A and "limited control" provisions apply.

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)		(a) Filing organization's totals	(b) Affiliated group totals
<b>1a</b> Total lobbying expenditures to influence public opinion (grassroots lobbying)			
<b>b</b> Total lobbying expenditures to influence a legislative body (direct lobbying)		61,500.	
<b>c</b> Total lobbying expenditures (add lines 1a and 1b)		61,500.	
<b>d</b> Other exempt purpose expenditures		2,905,363.	
<b>e</b> Total exempt purpose expenditures (add lines 1c and 1d)		2,966,863.	
<b>f</b> Lobbying nontaxable amount. Enter the amount from the following table in both columns.		298,343.	
<b>If the amount on line 1e, column (a) or (b) is:</b>	<b>The lobbying nontaxable amount is:</b>		
Not over \$500,000	20% of the amount on line 1e.		
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000.		
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000.		
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000.		
Over \$17,000,000	\$1,000,000.		
<b>g</b> Grassroots nontaxable amount (enter 25% of line 1f)		74,586.	
<b>h</b> Subtract line 1g from line 1a. If zero or less, enter -0-		0.	
<b>i</b> Subtract line 1f from line 1c. If zero or less, enter -0-		0.	
<b>j</b> If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year?			<input type="checkbox"/> Yes <input type="checkbox"/> No

**4-Year Averaging Period Under Section 501(h)**

(Some organizations that made a section 501(h) election do not have to complete all of the five columns below.

See the separate instructions for lines 2a through 2f.)

Lobbying Expenditures During 4-Year Averaging Period					
Calendar year (or fiscal year beginning in)	(a) 2016	(b) 2017	(c) 2018	(d) 2019	(e) Total
<b>2a</b> Lobbying nontaxable amount	354,315.	449,362.	301,311.	298,343.	1,403,331.
<b>b</b> Lobbying ceiling amount (150% of line 2a, column(e))					2,104,997.
<b>c</b> Total lobbying expenditures		61,900.	62,200.	61,500.	185,600.
<b>d</b> Grassroots nontaxable amount	88,579.	112,341.	75,328.	74,586.	350,834.
<b>e</b> Grassroots ceiling amount (150% of line 2d, column (e))					526,251.
<b>f</b> Grassroots lobbying expenditures					

Schedule C (Form 990 or 990-EZ) 2019

**Part II-B** Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

For each "Yes" response on lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity.

	(a)		(b)
	Yes	No	Amount
<b>1</b> During the year, did the filing organization attempt to influence foreign, national, state, or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of:			
<b>a</b> Volunteers?			
<b>b</b> Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?			
<b>c</b> Media advertisements?			
<b>d</b> Mailings to members, legislators, or the public?			
<b>e</b> Publications, or published or broadcast statements?			
<b>f</b> Grants to other organizations for lobbying purposes?			
<b>g</b> Direct contact with legislators, their staffs, government officials, or a legislative body?			
<b>h</b> Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?			
<b>i</b> Other activities?			
<b>j</b> Total. Add lines 1c through 1i			
<b>2a</b> Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?			
<b>b</b> If "Yes," enter the amount of any tax incurred under section 4912			
<b>c</b> If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
<b>d</b> If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?			

**Part III-A** Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).

	Yes	No
<b>1</b> Were substantially all (90% or more) dues received nondeductible by members?	<b>1</b>	
<b>2</b> Did the organization make only in-house lobbying expenditures of \$2,000 or less?	<b>2</b>	
<b>3</b> Did the organization agree to carry over lobbying and political campaign activity expenditures from the prior year?	<b>3</b>	

**Part III-B** Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No" OR (b) Part III-A, line 3, is answered "Yes."

<b>1</b> Dues, assessments and similar amounts from members	<b>1</b>	
<b>2</b> Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).		
<b>a</b> Current year	<b>2a</b>	
<b>b</b> Carryover from last year	<b>2b</b>	
<b>c</b> Total	<b>2c</b>	
<b>3</b> Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	<b>3</b>	
<b>4</b> If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year?	<b>4</b>	
<b>5</b> Taxable amount of lobbying and political expenditures (see instructions)	<b>5</b>	

**Part IV** Supplemental Information

Provide the descriptions required for Part I-A, line 1; Part I-B, line 4; Part I-C, line 5; Part II-A (affiliated group list); Part II-A, lines 1 and 2 (see instructions); and Part II-B, line 1. Also, complete this part for any additional information.

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**SCHEDULE D**  
**(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Financial Statements**

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

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

OMB No. 1545-0047

**2019**

**Open to Public Inspection**

**Name of the organization**

**INCOURAGE COMMUNITY FOUNDATION, INC.**

**Employer identification number**

**39-1772651**

**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 .....	37	21
2 Aggregate value of contributions to (during year) .....	119,759.	7,154.
3 Aggregate value of grants from (during year) .....	165,232.	29,875.
4 Aggregate value at end of year .....	1,065,328.	840,715.
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? .....	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> 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? .....	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> 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? .....
- 6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ .....
- 7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \$ .....
- 8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? .....
- 9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

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

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

- 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

d ☐ Loan or exchange program

b ☐ Scholarly research

e ☐ Other \_\_\_\_\_

c ☐ Preservation for future generations

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:

c Beginning balance

d Additions during the year

e Distributions during the year

f Ending balance

	Amount
1c	
1d	
1e	
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:

(i) Unrelated organizations

(ii) Related organizations

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

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

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

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

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

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements				
d Equipment		490,537.	366,997.	123,540.
e Other				
<b>Total.</b> Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				123,540.

Schedule D (Form 990) 2019

**Part VII Investments - Other Securities.**

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

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives .....		
(2) Closely held equity interests .....		
(3) Other .....		
(A) .....		
(B) .....		
(C) .....		
(D) .....		
(E) .....		
(F) .....		
(G) .....		
(H) .....		
<b>Total.</b> (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) LOANS TO COMMUNITY		
(2) PROPERTY, INC. FOR		
(3) TRIBUNE PROPERTY		
(4) RECONSTRUCTION	2,002,170.	COST
(5) AFFORDABLE HOUSING &		
(6) SMALL BUSINESS LOAN FUND	250,531.	COST
(7) SMALL BUSINESS &		
(8) MICROENTERPRISE REVOLVING		
(9) LOAN FUNDS	353,142.	COST
<b>Total.</b> (Col. (b) must equal Form 990, Part X, col. (B) line 13.) ▶	2,605,843.	

**Part IX Other Assets.**

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

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

**Part X Other Liabilities.**

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

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) FUNDS HELD FOR OTHER AGENCIES	1,326,360.
(3) CHARITABLE GIFT ANNUITIES	26,882.
(4) .....	
(5) .....	
(6) .....	
(7) .....	
(8) .....	
(9) .....	
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 25.) ▶	1,353,242.

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 ... ☒

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

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

<b>1</b>	Total revenue, gains, and other support per audited financial statements	<b>1</b>	4,633,873.
<b>2</b>	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
<b>a</b>	Net unrealized gains (losses) on investments	<b>2a</b>	2,511,501.
<b>b</b>	Donated services and use of facilities	<b>2b</b>	5,167.
<b>c</b>	Recoveries of prior year grants	<b>2c</b>	
<b>d</b>	Other (Describe in Part XIII.)	<b>2d</b>	-85,655.
<b>e</b>	Add lines <b>2a</b> through <b>2d</b>	<b>2e</b>	2,431,013.
<b>3</b>	Subtract line <b>2e</b> from line <b>1</b>	<b>3</b>	2,202,860.
<b>4</b>	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b	<b>4a</b>	
<b>b</b>	Other (Describe in Part XIII.)	<b>4b</b>	45,625.
<b>c</b>	Add lines <b>4a</b> and <b>4b</b>	<b>4c</b>	45,625.
<b>5</b>	Total revenue. Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 12.)	<b>5</b>	2,248,485.

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

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

<b>1</b>	Total expenses and losses per audited financial statements	<b>1</b>	2,903,087.
<b>2</b>	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
<b>a</b>	Donated services and use of facilities	<b>2a</b>	5,167.
<b>b</b>	Prior year adjustments	<b>2b</b>	
<b>c</b>	Other losses	<b>2c</b>	
<b>d</b>	Other (Describe in Part XIII.)	<b>2d</b>	122,614.
<b>e</b>	Add lines <b>2a</b> through <b>2d</b>	<b>2e</b>	127,781.
<b>3</b>	Subtract line <b>2e</b> from line <b>1</b>	<b>3</b>	2,775,306.
<b>4</b>	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b	<b>4a</b>	
<b>b</b>	Other (Describe in Part XIII.)	<b>4b</b>	194,686.
<b>c</b>	Add lines <b>4a</b> and <b>4b</b>	<b>4c</b>	194,686.
<b>5</b>	Total expenses. Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 18.)	<b>5</b>	2,969,992.

**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 ORGANIZATION IS REQUIRED TO ASSESS WHETHER IT IS MORE LIKELY THAN NOT THAT A TAX POSITION WILL BE SUSTAINED UPON EXAMINATION OF THE TECHNICAL MERITS OF THE POSITION, ASSUMING THE TAXING AUTHORITY HAS FULL KNOWLEDGE OF ALL INFORMATION. IF THE TAX POSITION DOES NOT MEET THE MORE-LIKELY-THAN-NOT-RECOGNITION THRESHOLD, THE BENEFIT OF THAT POSITION IS NOT RECOGNIZED IN THE FINANCIAL STATEMENTS. THE ORGANIZATION HAS DETERMINED THERE ARE NO AMOUNTS TO RECORD AS ASSETS OR LIABILITIES RELATED TO UNCERTAIN TAX POSITIONS.

**PART XI, LINE 2D - OTHER ADJUSTMENTS:**

REVENUE RELATED TO SUPPORTING ORGANIZATION

36,518.

**Part XIII** Supplemental Information (continued)

## INVESTMENT MANAGEMENT FEES NETTED AGAINST REALIZED AND UNREALIZED

GAIN (LOSS) ON INVESTMENTS IN FINANCIAL STATEMENTS -122,173.

TOTAL TO SCHEDULE D, PART XI, LINE 2D -85,655.

## PART XI, LINE 4B - OTHER ADJUSTMENTS:

INTEREST INCOME FROM SUPPORTING ORGANIZATION 45,625.

## PART XII, LINE 2D - OTHER ADJUSTMENTS:

EXPENSES RELATED TO SUPPORTING ORGANIZATION 122,614.

## PART XII, LINE 4B - OTHER ADJUSTMENTS:

## GRANT CANCELLATIONS REPORTED IN OTHER CHANGES IN NET ASSETS

OR FUND BALANCES 17,713.

RENT PAID TO SUPPORTING ORGANIZATION 4,800.

GRANT PAID TO SUPPORTING ORGANIZATION 50,000.

## INVESTMENT MANAGEMENT FEES NETTED AGAINST REALIZED AND UNREALIZED

GAIN (LOSS) ON INVESTMENTS IN FINANCIAL STATEMENTS 122,173.

TOTAL TO SCHEDULE D, PART XII, LINE 4B 194,686.

## PART XI AND XII, LINE 1

THE FINANCIAL STATEMENTS ARE CONSOLIDATED AND ALL AFFILIATE REVENUE AND

EXPENSES MUST BE ELIMINATED IN ORDER TO RECONCILE TO THE TAX RETURN.

**SCHEDULE I**  
**(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Grants and Other Assistance to Organizations,  
Governments, and Individuals in the United States**  
Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.

▶ **Attach to Form 990.**

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

OMB No. 1545-0047

**2019**

**Open to Public  
Inspection**

Name of the organization **INCOURAGE COMMUNITY FOUNDATION, INC.** Employer identification number **39-1772651**

**Part I General Information on Grants and Assistance**

- 1** Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ☒ **Yes** ☐ **No**
- 2** Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

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

<b>1 (a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC section (if applicable)	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of non-cash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of noncash assistance	<b>(h)</b> Purpose of grant or assistance
AGING AND DISABILITY RESOURCE CENTER OF CENTRAL WISCONSIN - 220 3RD AVENUE SOUTH SUITE 1 - WISCONSIN RAPIDS, WI 54495	39-6005763	501(C)(3)	22,841.	0.			GENERAL & PROGRAM RELATED SUPPORT
ALEX C. DOVE FOUNDATION, INC. 257 PALISADES COURT NEKOOSA, WI 54457	83-2464031	501(C)(3)	150,000.	0.			GENERAL & PROGRAM RELATED SUPPORT
ASSUMPTION CATHOLIC SCHOOLS 445 CHESTNUT STREET WISCONSIN RAPIDS, WI 54494	39-1951797	501(C)(3)	17,670.	0.			GENERAL & PROGRAM RELATED SUPPORT
BOY SCOUTS OF AMERICA SAMOSET COUNCIL - 3511 CAMP PHILLIPS ROAD - WESTON, WI 54476	39-0813397	501(C)(3)	22,522.	0.			GENERAL & PROGRAM RELATED SUPPORT
BOYS & GIRLS CLUB OF THE WISCONSIN RAPIDS AREA, INC. - PO BOX 1175 - WISCONSIN RAPIDS, WI 54495-1175	39-1745942	501(C)(3)	90,859.	0.			GENERAL & PROGRAM RELATED SUPPORT
CENTRAL WISCONSIN CULTURAL CENTER, INC. - 2651 8TH STREET SOUTH - WISCONSIN RAPIDS, WI 54494	39-1869751	501(C)(3)	43,020.	0.			GENERAL & PROGRAM RELATED SUPPORT

- 2** Enter total number of section 501(c)(3) and government organizations listed in the line 1 table ▶ **19.**
- 3** Enter total number of other organizations listed in the line 1 table ▶ **1.**

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

**Schedule I (Form 990) (2019)**

**SEE PART IV FOR COLUMN (H) DESCRIPTIONS**



**Part II** Continuation of Grants and Other Assistance to Governments and Organizations in the United States (Schedule I (Form 990), Part II.)

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
COMMUNITY PROPERTY, INC. 478 E GRAND AVE., SUITE 200 WISCONSIN RAPIDS, WI 54494	26-0425048	501(C)(3)	50,000.	0.			GENERAL & PROGRAM RELATED SUPPORT
COUNCIL ON FOUNDATIONS 1255 23RD ST NW STE 200 WASHINGTON, DC 20037	13-6068327	501(C)(3)	7,300.	0.			PROGRAM RELATED SUPPORT
INTERNATIONAL SCHOLARSHIP AND TUITION SERVICES - 1321 MURFREESBORO PIKE, SUITE 800 - NASHVILLE, TN 37217-2698	62-1247492		159,750.	0.			THIRD PARTY SCHOLARSHIP ADMINISTRATOR FOR SUPPORTING SELECTION, AWARDING AND FINAL
LINCOLN HIGH SCHOOL 1801 16TH STREET SOUTH WISCONSIN RAPIDS, WI 54494	39-6005282	501(C)(3)	28,853.	0.			PROGRAM RELATED SUPPORT
MID-STATE TECHNICAL COLLEGE FOUNDATION, INC. - 500 32ND STREET NORTH - WISCONSIN RAPIDS, WI 54494	39-1333783	501(C)(3)	6,542.	0.			GENERAL & SCHOLARSHIP RELATED SUPPORT
OPPORTUNITY DEVELOPMENT CENTERS, INC. - 1191 HUNTINGTON AVE - WISCONSIN RAPIDS, WI 54494	39-1044318	501(C)(3)	54,634.	0.			GENERAL & PROGRAM RELATED SUPPORT
PARK PLACE ADULT DAY SERVICES 220 3RD AVE S SUITE 2 WISCONSIN RAPIDS, WI 54495	39-1533745	501(C)(3)	16,497.	0.			GENERAL & PROGRAM RELATED SUPPORT
SOUTH WOOD EMERGING PANTRY SHELF 2511 8TH STREET SOUTH #242 WISCONSIN RAPIDS, WI 54494	47-5327773	501(C)(3)	21,027.	0.			GENERAL & PROGRAM RELATED SUPPORT
UNTIED WAY OF SOUTH WOOD & ADAMS COUNTIES - 351 OAK STREET - WISCONSIN RAPIDS, WI 54494	39-1212595	501(C)(3)	5,930.	0.			GENERAL & PROGRAM RELATED SUPPORT

Schedule I (Form 990)

**Part II** Continuation of Grants and Other Assistance to Governments and Organizations in the United States (Schedule I (Form 990), Part II.)

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
WISCONSIN HISTORICAL FOUNDATION, INC. - 816 STATE ST - MADISON, WI 53706	39-0921093	501(C)(3)	108,582.	0.			GENERAL & PROGRAM RELATED SUPPORT
WISCONSIN RAPIDS AREA SENIOR CENTER ASSOCIATION, INC. - 220 3RD AVE S SUITE 126 - WISCONSIN RAPIDS, WI 54495	39-1408099	501(C)(3)	31,961.	0.			GENERAL & PROGRAM RELATED SUPPORT
WISCONSIN RAPIDS FAMILY CENTER, INC. - 500 25TH ST N - WISCONSIN RAPIDS, WI 54494	39-1451595	501(C)(3)	18,968.	0.			GENERAL & PROGRAM RELATED SUPPORT
WISCONSIN RAPIDS PUBLIC SCHOOLS 510 PEACH STREET WISCONSIN RAPIDS, WI 54494	39-6005282	501(C)(3)	6,851.	0.			PROGRAM RELATED SUPPORT
WISCONSIN STATE FIREFIGHTERS MEMORIAL - PO BOX 248 - WISCONSIN RAPIDS, WI 54495	39-1911515	501(C)(3)	10,125.	0.			PROGRAM RELATED SUPPORT

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

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
EDUCATIONAL SCHOLARSHIPS FOR PERSONS GENERALLY RESIDING IN SOUTH WOOD COUNTY, WI AREA	1	900.	0.		

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

**PART I, LINE 2:**

FOR SCHOLARSHIPS, QUALIFYING RECIPIENTS ARE EVALUATED BASED ON ESTABLISHED SCHOLARSHIP CRITERIA AND OTHER RELEVANT FACTORS AND AWARDS ARE RECOMMENDED BY A THIRD PARTY SCHOLARSHIP ADMINISTRATOR, CRITERIA AND ELIGIBILITY ARE CONFIRMED BY INCOURAGE STAFF, ARE APPROVED BY THE BOARD OF DIRECTORS AND ARE PAYABLE DIRECTLY TO A THRID PARTY ADMINISTRATOR WHO THEN PAYS THE SCHOLARSHIP DIRECTLY TO THE EDUCATIONAL INSTITUTION. FOR DONOR ADVISED GRANTS, A BOARD APPROVED SET OF INTERNAL GUIDELINES FOR DONOR ADVISED GRANTS IS ADHERED TO INCLUDING, BUT NOT LIMITED TO, RECEIVING

**Part IV** Supplemental Information

RECOMMENDATIONS FROM THE DONOR, CONFIRMING TAX EXEMPT STATUS, REVIEWING FORM 990'S WHEN AVAILABLE, SEEKING BOARD APPROVAL PRIOR TO AWARDING GRANTS OVER \$25,000, AND RECEIVING ACKNOWLEDGEMENTS FROM THE GRANTEE WITH RESPECT TO THE USE OF THE GRANT. FOR CERTAIN DESIGNATED AND UNRESTRICTED FUNDS, A SIMILAR PROCESS IS PERFORMED BY A COMMITTEE OF STAFF MEMBERS. FOR UNRESTRICTED GRANTS CALLED WHAT IF GRANTS, A RESIDENT REVIEW COMMITTEE, COMPRISED OF 6 RESIDENTS IN 2019, HOLDS MEETINGS AND ROTATES PARTICIPATION FOR GRANT REVIEWS ON AN AS NEEDED BASIS. FOR EACH OF SEVEN COMMUNITIES THAT HAVE A PROGRESS FUND DESIGNATED TOWARD THEIR COMMUNITY, THERE IS A RESIDENT REVIEW COMMITTEE, WHICH COLLECTIVELY INVOLVED 31 RESIDENTS IN 2019. INCOURAGE STAFF PROVIDE ADMINISTRATIVE SUPPORT TO FOSTER THE DECISION MAKING, REVIEW AND APPROVAL PROCESS BY PERFORMING NECESSARY DUE DILIGENCE, INCLUDING REVIEWING FORM 990'S, SUPPORTING AND GUIDING SITE VISITS, DETERMINING THE DEPTH AND FREQUENCY OF REPORTING FROM A GRANT RECIPIENT WITH RESPECT TO THE GRANT, IN ACCORDANCE WITH BOARD APPROVED CRITERIA AND GUIDELINES, INCLUDING SUBMITTING TO THE BOARD FOR FINAL APPROVAL.

PART II, LINE 1, COLUMN (H):

NAME OF ORGANIZATION OR GOVERNMENT:

INTERNATIONAL SCHOLARSHIP AND TUITION SERVICES

(H) PURPOSE OF GRANT OR ASSISTANCE: THIRD PARTY SCHOLARSHIP

ADMINISTRATOR FOR SUPPORTING SELECTION, AWARDING AND FINAL PAYMENT OF 177 SCHOLARSHIP AWARDS TO 151 RECIPIENTS

**SCHEDULE J  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Compensation Information**

- For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees  
 ▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.  
 ▶ Attach to Form 990.  
 ▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2019**

Open to Public  
Inspection

Name of the organization

**INCOURAGE COMMUNITY FOUNDATION, INC.**

Employer identification number

**39-1772651**

**Part I Questions Regarding Compensation**

**1a** Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- |  |  |
|--|--|
| <input type="checkbox"/> First-class or charter travel             | <input type="checkbox"/> Housing allowance or residence for personal use   |
| <input type="checkbox"/> Travel for companions                     | <input type="checkbox"/> Payments for business use of personal residence   |
| <input type="checkbox"/> Tax indemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees     |
| <input type="checkbox"/> Discretionary spending account            | <input type="checkbox"/> Personal services (such as maid, chauffeur, chef) |

**b** If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain .....

**2** Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a? .....

**3** Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- |  |   |
|--|---|
| <input type="checkbox"/> Compensation committee              | <input type="checkbox"/> Written employment contract                                |
| <input type="checkbox"/> Independent compensation consultant | <input checked="" type="checkbox"/> Compensation survey or study                    |
| <input type="checkbox"/> Form 990 of other organizations     | <input checked="" type="checkbox"/> Approval by the board or compensation committee |

**4** During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

- a** Receive a severance payment or change-of-control payment? .....  
**b** Participate in, or receive payment from, a supplemental nonqualified retirement plan? .....  
**c** Participate in, or receive payment from, an equity-based compensation arrangement? .....  
 If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

**Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.**

**5** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

- a** The organization? .....  
**b** Any related organization? .....  
 If "Yes" on line 5a or 5b, describe in Part III.

**6** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

- a** The organization? .....  
**b** Any related organization? .....  
 If "Yes" on line 6a or 6b, describe in Part III.

**7** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III .....

**8** Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III .....

**9** If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)? .....

	Yes	No
<b>1b</b>		
<b>2</b>		
<b>4a</b>		<b>X</b>
<b>4b</b>		<b>X</b>
<b>4c</b>		<b>X</b>
<b>5a</b>		<b>X</b>
<b>5b</b>		<b>X</b>
<b>6a</b>		<b>X</b>
<b>6b</b>		<b>X</b>
<b>7</b>	<b>X</b>	
<b>8</b>		<b>X</b>
<b>9</b>		

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule J (Form 990) 2019

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

[illegible]

**Part III** Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

**PART I, LINE 7:**

AT YEAR-END, STAFF MAY BE ELIGIBLE TO RECEIVE A DISCRETIONARY, NON-FIXED, BONUS-TYPE PAYMENT BASED ON OVERALL PERFORMANCE AND EFFORT. THE BOARD DETERMINES THE POOL OF AVAILABLE FUNDS, IF ANY, AND THE CEO HAS THE DISCRETION TO ALLOCATE THE FUNDS TO STAFF. THE BOARD ALSO REVIEWS THE CEO'S PERFORMANCE AND MAY AWARD ADDITIONAL NON-FIXED DISCRETIONARY COMPENSATION BASED ON PERFORMANCE AND EFFORT. THIS AMOUNT, IF ANY, IS REFLECTED ON SCHEDULE J, PAGE 2, IN COLUMN (B) (II). NO DISCRETIONARY COMPENSATION WAS AWARDED IN 2019.

SCHEDULE J, PAGE 2, COLUMN (B) (III) CONTAINS CASH COMPENSATION INCOURAGE PAYS IN LIEU OF PROVIDING GROUP INSURANCE BENEFITS, AT THE RATE OF 22.35% OF BASE COMPENSATION, WHICH RATE HAS BEEN THE SAME FOR SEVERAL YEARS IN THE AMOUNT OF \$33,784. ALSO CONTAINS A ONE-TIME LUMP SUM PAYMENT FOR VACATION RELATED PAID TIME OFF THAT HAD BEEN EARNED BUT NOT UTILIZED IN THE AMOUNT OF \$17,827.

IN ALL CASES, TOTAL COMPENSATION PAID REMAINS REASONABLE, AND AT OR BELOW FAIR MARKET VALUE FOR THE SERVICES PERFORMED.

**SCHEDULE M  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Noncash Contributions**

OMB No. 1545-0047

**2019**

Open to Public  
Inspection

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

Name of the organization

**INCOURAGE COMMUNITY FOUNDATION, INC.**

Employer identification number

**39-1772651**

**Part I Types of Property**

	(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining noncash contribution amounts
1 Art - Works of art .....				
2 Art - Historical treasures .....				
3 Art - Fractional interests .....				
4 Books and publications .....				
5 Clothing and household goods .....				
6 Cars and other vehicles .....				
7 Boats and planes .....				
8 Intellectual property .....				
9 Securities - Publicly traded .....	X	4	5,051.	AVERAGE OF HIGH/LOW
10 Securities - Closely held stock .....	X	1	108,903.	APPRAISAL
11 Securities - Partnership, LLC, or trust interests .....				
12 Securities - Miscellaneous .....				
13 Qualified conservation contribution - Historic structures .....				
14 Qualified conservation contribution - Other ...				
15 Real estate - Residential .....				
16 Real estate - Commercial .....				
17 Real estate - Other .....				
18 Collectibles .....				
19 Food inventory .....				
20 Drugs and medical supplies .....				
21 Taxidermy .....				
22 Historical artifacts .....				
23 Scientific specimens .....				
24 Archeological artifacts .....				
25 Other ▶ ( ) .....				
26 Other ▶ ( ) .....				
27 Other ▶ ( ) .....				
28 Other ▶ ( ) .....				

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

29

1

30a During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 28, that it  
must hold for at least three years from the date of the initial contribution, and which isn't required to be used for  
exempt purposes for the entire holding period? .....

b If "Yes," describe the arrangement in Part II.

31 Does the organization have a gift acceptance policy that requires the review of any nonstandard contributions? .....

32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash  
contributions? .....

b If "Yes," describe in Part II.

33 If the organization didn't report an amount in column (c) for a type of property for which column (a) is checked,  
describe in Part II.

	Yes	No
30a		X
31	X	
32a	X	
33		

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule M (Form 990) 2019



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

SCHEDULE M, PART I, COLUMN (B):

REFLECTS THE NUMBER OF CONTRIBUTIONS OF DIFFERING TYPES OF STOCKS, NOT  
THE NUMBER OF SHARES

SCHEDULE M, LINE 32B:

IN CERTAIN INSTANCES, SUCH AS CONTRIBUTIONS OF REAL ESTATE, INCOURAGE  
COMMUNITY FOUNDATION, INC. UTILIZES ITS SUPPORTING ORGANIZATION,  
COMMUNITY PROPERTY, INC., AS A VEHICLE TO ACCEPT, MANAGE AND/OR  
LIQUIDATE SUCH ASSETS IN AN ORDERLY FASHION. ALSO CONTRIBUTIONS OF  
STOCK WOULD BE SOLD BY WOODTRUST BANK AND/OR US BANK.

**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](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2019**

Open to Public  
Inspection

Name of the organization

INCOURAGE COMMUNITY FOUNDATION, INC.

Employer identification number

39-1772651

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

PARTNERS WITH RESIDENTS, BUSINESSES AND CIVIC LEADERS IN RURAL CENTRAL  
WISCONSIN TO CO-CREATE AN INCLUSIVE, ADAPTIVE AND SUSTAINABLE COMMUNITY  
THAT WORKS WELL FOR ALL PEOPLE. INCOURAGE IS A VALUES-LED,  
USER-CENTERED, PLACE-BASED PHILANTHROPIC AND COMMUNITY DEVELOPMENT  
ORGANIZATION THAT PROMOTES COMMUNITY-LED PHILANTHROPY IN FURTHERANCE OF  
BUILDING COMMUNITY.

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

SIGNIFICANT DISINVESTMENT. TODAY, INCOURAGE PLAYS MANY ROLES IN  
COMMUNITY DEVELOPMENT: STEWARD, ADVOCATE, CONVENER, MODERATOR, TRAINER,  
RESEARCHER, GRANT-MAKER, INVESTOR, AND FUNDRAISER. INCOURAGE OPERATES  
FROM A CENTRAL BELIEF THAT PEOPLE ARE ITS MOST IMPORTANT ASSET AND THAT  
POSITIVE COMMUNITY CHANGE HAPPENS WHEN SYSTEMATIC BARRIERS TO  
PARTICIPATION AND ENGAGEMENT ARE ELIMINATED SO THAT EVERY PERSON AND  
THE COMMUNITY CAN REALIZE THE POWER OF THEIR FULL POTENTIAL.

FORM 990, PART III, LINE 4A, PROGRAM SERVICE ACCOMPLISHMENTS:

ALSO HAS SEVERAL FUNDS THAT BENEFIT THE COMMUNITY BY DIRECTLY  
SUPPORTING ACTIVITIES SUCH AS A DRUG COURT, FIRE FIGHTERS AND VETERANS  
MEMORIALS, A COMMUNITY CHOIR, ZOO PROGRAMS, A HANDICAP ACCESSIBLE  
PLAYGROUND, VARIOUS COMMUNITY CAPITAL CAMPAIGNS (I.E. A SHORT TRACK  
RACING MEMORIAL AND A RESPITE RETREAT FOR THOSE SUFFERING FROM A  
LIFE-THREATENING ILLNESS), ETC. THROUGH ITS "WHAT IF" GRANTS,  
INCOURAGE HAS FUNDED COMMUNITY RESIDENT INITIATED PROJECTS SUCH AS  
SUPPORTING THE SEED TO TABLE EXPERIENCE (CREATING AWARENESS AROUND

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

Schedule O (Form 990 or 990-EZ) (2019)

932211 09-06-19

Name of the organization	INCOURAGE COMMUNITY FOUNDATION, INC.	Employer identification number	39-1772651
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SEEDS USED TO GROW FOOD), RAPIDS AREA VOLLEYBALL FOR EVERYONE (RAVE), AND YOUTH OFF-ROAD RIDERS (RIDING CLINICS TO FOSTER INCLUSIVE OUTDOOR ACTIVITIES). INCOURAGE'S GRANTMAKING STRATEGIES ARE ALIGNED WITH THE MISSION AND VALUES DRIVEN PROGRAMS ALSO NOTED IN PART III LINES 1, 4B, 4C AND 4D.

FORM 990, PART III, LINE 4B, PROGRAM SERVICE ACCOMPLISHMENTS:

AFFORDABLE HOUSING. IN 2017 INCOURAGE DEVELOPED AND LAUNCHED A PASSIVE EQUITY INDEX FUND CALLED THE WISCONSIN SHARED STEWARDSHIP EQUITIES FUND ("WSSEF"). IT INCLUDES A CUSTOMIZED PORTFOLIO OF PUBLICLY TRADED COMPANIES THAT TILTS TOWARD COMPANIES THAT ARE BASED IN OR EMPLOY PEOPLE IN WISCONSIN. IN ADDITION, THE WSSEF ALLOWS FOR PROXY VOTING AND SHAREHOLDER DIALOGUE TO ENCOURAGE RESPONSIBLE PRACTICES AND BUSINESS GROWTH IN WISCONSIN. IN 2018, INCOURAGE, ALONG WITH FIVE OTHER FOUNDATIONS, FOUNDED THE WISCONSIN IMPACT INVESTING COLLABORATIVE, AN EFFORT TO HELP A WIDE VARIETY OF INVESTORS LEARN ABOUT AND JOIN WITH OTHERS IN INVESTING IN INCLUSIVE, VIBRANT AND ENVIRONMENTALLY SUSTAINABLE COMMUNITIES THROUGHOUT WISCONSIN'S URBAN, RURAL AND TRIBAL AREAS. LEARN MORE ABOUT THE COLLABORATION AT [WWW.WI3C.ORG](http://WWW.WI3C.ORG).

TRIBUNE BUILDING - AN ECONOMIC AND COMMUNITY HUB FOR SOUTHERN WOOD COUNTY AND CENTRAL WISCONSIN: INCOURAGE'S COMMITMENT TO PLACE-BASED INVESTING AND TO USER-CENTERED DECISION MAKING FOR SOUTHERN WOOD COUNTY'S FUTURE IS SYMBOLIZED BY THE CONTINUING RE-DEVELOPMENT OF THE FORMER DAILY TRIBUNE BUILDING, WHICH INCOURAGE PURCHASED THROUGH ITS SUPPORTING ORGANIZATION, COMMUNITY PROPERTY, INC., IN DECEMBER OF 2012. A HISTORIC LOCAL PROPERTY LOCATED ON THE BANKS OF THE WISCONSIN RIVER IN DOWNTOWN WISCONSIN RAPIDS, WISCONSIN, FROM THE BEGINNING, THE

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TRIBUNE BUILDING PROJECT, (THE "TRIBUNE") HAS BEEN ABOUT MUCH MORE THAN REDEVELOPING A BUILDING. IT IS A DEMONSTRATION OF A USER-CENTERED PROCESS TOWARD REALIZING INCOURAGE'S VISION OF PARTNERING WITH RESIDENTS, BUSINESSES AND CIVIC LEADERS IN RURAL CENTRAL WISCONSIN TO CO-CREATE AN INCLUSIVE, ADAPTIVE AND SUSTAINABLE COMMUNITY THAT WORKS WELL FOR ALL PEOPLE. THE REDEVELOPED FACILITY WILL BE AN ECONOMIC AND COMMUNITY HUB TO SERVE AS A LABORATORY FOR INNOVATION FOR SOUTHERN WOOD COUNTY AND CENTRAL WISCONSIN WITH A PARTICULAR FOCUS ON THE NEEDS OF RURAL COMMUNITIES. IT WILL SERVE AS: AN ENTREPRENEURIAL AND WORKFORCE SUPPORT CENTER, A FOCAL POINT OF REGIONAL COLLABORATION AND INNOVATION AMONG MAJOR INSTITUTIONAL DRIVERS OF ECONOMIC CHANGE, AND A DYNAMIC COMMUNITY PLACE FOR WORK, PLAY, AND COMMERCE. INCOURAGE ENGAGED OVER 2,000 RESIDENTS IN THE PLANNING AND DECISION MAKING PROCESS. THE TRIBUNE HAS BEEN DESIGNED TO REFLECT RESIDENT PRIORITIES AND CAPITALIZE ON COMMUNITY AND REGIONAL ASSETS.

PHASE ONE IN 2013 AND 2014, CONSISTED OF FOUR PUBLIC MEETINGS WHERE EVERYONE IN THE COMMUNITY WAS INVITED TO SHARE THEIR IDEAS FOR THE FUTURE OF THE SPACE, INCLUDING ENCOURAGING RESIDENTS TO SHIFT THEIR THINKING FROM "ME" TO "WE". PHASE TWO IN 2014, CONSISTED OF SEVEN PUBLIC MEETINGS WHEREBY THE COMMUNITY WAS INVITED TO PARTICIPATE IN ACTIVITIES RELATED TO THE DESIGN AND SUSTAINABILITY OF THE FACILITY. PHASE THREE IN 2015 AND 2016, CONSISTED OF TEN PUBLIC MEETINGS IN WHICH PARTICIPANTS FOCUSED ON DEEPENING RELATIONSHIPS AND FURTHER DEFINING PROGRAMMING WITHIN THE FACILITY, AND DEVELOPING RESIDENT-LED FUNDRAISING OPPORTUNITIES TO HELP REALIZE THE BUILDING. IN 2017 AND 2018 COMMUNITY MEMBERS EXPLORED HOW SIMILAR PROJECTS IN OTHER REGIONS DEVELOPED AND FUNDRAISING EFFORTS AT THE STATE AND NATIONAL LEVEL

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EXPANDED. IN 2018 AND 2019 FURTHER COLLABORATIONS WITH KEY STAKEHOLDERS IN REGIONAL ECONOMIC TRANSFORMATION AND GROWTH WERE ACTIVELY PURSUED. IN 2019, THE STATE OF WISCONSIN DEPARTMENT OF ADMINISTRATION ANNOUNCED A PROPOSED \$3 MILLION INVESTMENT IN THE TRIBUNE'S FUTURE RECONSTRUCTION, AND INCOURAGE AND THE UNIVERSITY OF WISCONSIN-STEVENS POINT ANNOUNCED A COLLABORATION TO PROVIDE EXPERTISE FOR SUSTAINABLE ECONOMIC CHANGE IN CENTRAL WISCONSIN. THE PARTNERSHIP FOR SUSTAINABLE COMMUNITIES WILL ALIGN UNIVERSITY RESOURCES TO SUPPORT INNOVATION AND OPPORTUNITY IN THE TRIBUNE BUILDING.

TO DATE, OVER 2,000 RESIDENTS HAVE PARTICIPATED IN THIS MULTI-YEAR PLANNING PROCESS, INCLUDING WORKING TOGETHER TO PRIORITIZE END USE IDEAS THAT WILL CELEBRATE LOCAL ASSETS, CONNECT RESIDENTS, AND ACT AS A CATALYST FOR FUTURE DOWNTOWN DEVELOPMENT. AT ITS CORE, THE TRIBUNE WILL BE A TRUE COMMUNITY SOCIAL ENTERPRISE FOCUSED ON CULTIVATING ENTREPRENEURS AND GROWING A SUSTAINABLE LOCAL ECONOMY. (SEE [INCOURAGECF.ORG/LEAD/TRIBUNE-BUILDING](http://INCOURAGECF.ORG/LEAD/TRIBUNE-BUILDING), FOR MORE).

BLUEPRINTS FOR TOMORROW TRAINING PROGRAM: REALIZING THAT BUILDING A COMMUNITY WITH A LOCAL, INCLUSIVE, SUSTAINABLE ECONOMY WILL TAKE INDIVIDUALS AND INSTITUTIONS WORKING TOGETHER IN NEW AND DIFFERENT WAYS, INCOURAGE OPERATED AND LED BLUEPRINTS FOR TOMORROW, A 25-MONTH USDA-SUPPORTED PROGRAM HELD IN 2016-2018, TO BUILD NETWORKS, VISION AND SKILLS NEEDED TO LEAD A NEW REGIONAL ECONOMY BASED UPON THE VALUES OF EQUITY, OPPORTUNITY AND SHARED STEWARDSHIP. THE CURRICULUM INCLUDED: ADAPTIVE LEADERSHIP; IMPACT INVESTING AND FINANCING; COLLABORATIVE DEVELOPMENT PRACTICES; AND LOCAL, INCLUSIVE, AND SUSTAINABLE ECONOMIES; WITH SIX LOCAL PUBLIC AND PRIVATE INSTITUTIONS PARTICIPATING TOGETHER

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IN THE INAUGURAL PROGRAM. BY COMBINING TRAINING, COACHING AND COMMUNITY KNOWLEDGE WITH EVOLVING DESIGN AND FINANCE TOOLS, BLUEPRINTS IS HELPING OUR COMMUNITY'S INSTITUTIONS DO BUSINESS IN NEW AND DIFFERENT WAYS, ENSURING THAT THEY ARE PREPARED TO SUPPORT AN ENTREPRENEURIAL CULTURE SHAPED BY RESIDENT PARTICIPATION. (SEE [INCOURAGECF.ORG/LEAD/BLEUPRINTS-FOR-TOMORROW](http://INCOURAGECF.ORG/LEAD/BLEUPRINTS-FOR-TOMORROW), FOR MORE).

TOOLKIT FOR SUSTAINABLE COMMUNITIES: IN THE FALL OF 2018, BUILDING UPON THE RESIDENT-LED DESIGN PROCESS FOR THE TRIBUNE, INCOURAGE BEGAN CONVENING A DIVERSE CIRCLE OF 22 RESIDENTS FROM OUR REGION TO FORM THE SUSTAINABLE COMMUNITIES WORKING GROUP. IN 2018 AND 2019 THIS GROUP HAS ENGAGED RESIDENTS ACROSS OUR COMMUNITY TO CO-CREATE A "BLUEPRINT" FOR THE SUSTAINABLE COMMUNITY THAT OUR REGION CAN BECOME. THE BLUEPRINT WILL ALSO INFORM THE PRIORITIES AND DIRECTION FOR THE PARTNERSHIP FOR SUSTAINABLE COMMUNITIES BETWEEN INCOURAGE AND UNIVERSITY OF WISCONSIN-STEVENS POINT NOTED EARLIER. TO HELP DESIGN A PROCESS OF CUTTING-EDGE CO-CREATION, INCOURAGE IS COLLABORATING WITH JOANNA CEA AND JESS RIMINGTON, WHOSE WORK AND RESEARCH AS VISITING SCHOLARS AT STANFORD UNIVERSITY'S GLOBAL PROJECTS CENTER IS REPRESENTED IN THE STANFORD SOCIAL INNOVATION REVIEW ARTICLE, CREATING BREAKOUT INNOVATION, AND FOCUSES ON COLLABORATIVE PROCESSES FOR COMMUNITY TRANSFORMATION. TOGETHER WE ARE FACILITATING A PROCESS THAT PLACES RESIDENTS IN THE DRIVER'S SEAT TO IDENTIFY A SET OF PRACTICES TO REALIZE OUR COMMUNITY'S VISION OF A SUSTAINABLE FUTURE. REALIZING THE POWER OF OUR POTENTIAL IS AT THE HEART OF WHAT INSPIRES INCOURAGE TO KEEP PUSHING THE ENVELOPE OF WHAT IS POSSIBLE IN OUR REGION, AND TO CONTINUE TO EXPLORE WHAT OUR ROLE SHOULD BE AS A COMMUNITY FOUNDATION OPERATING BY AND FOR THE PEOPLE.

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## FORM 990, PART III, LINE 4C, PROGRAM SERVICE ACCOMPLISHMENTS:

ALLIANCE, A MANUFACTURING PARTNERSHIP AND OTHER COLLABORATIONS BETWEEN GROUPS THAT MAY NOT HAVE TRADITIONALLY WORKED CLOSELY TOGETHER TO SOLVE WORKFORCE ISSUES. SINCE 2016, INCOURAGE HAS WORKED WITH COMMUNITY PARTNERS TO TRANSITION THESE PROGRAMS TO PERMANENT HOMES, INCLUDING MID STATE TECHNICAL COLLEGE AND VARIOUS LOCAL MANUFACTURERS. (SEE INCOURAGECF.ORG/LEAD/WORKFORCE-CENTRAL-2, FOR MORE).

COMMUNITY INFORMATION: STARTING IN 2008, INCOURAGE BEGAN PARTICIPATING IN THE JOHN S. AND JAMES L. KNIGHT FOUNDATION'S COMMUNITY INFORMATION CHALLENGE, FOCUSING ON USER-CENTERED PROCESSES TO CREATE A MORE INFORMED, ENGAGED, AND CONNECTED COMMUNITY. IN 2012, INCOURAGE ENGAGED IN DIALOGUE WITH AREA RESIDENTS FOCUSED ON CHALLENGES FACING THE COMMUNITY, COMMUNITY STRENGTHS, VISION FOR THE FUTURE AND INTEREST IN ENGAGING WITH INCOURAGE'S WORK. INCOURAGE THEN SPONSORED THE LARGEST COMMUNITY-WIDE SURVEY IN THE HISTORY OF THE SOUTH WOOD COUNTY AREA, WITH OVER 4,100 RESIDENTS RESPONDING. THE FOUR MAIN PRIORITIES IDENTIFIED BY THE COMMUNITY THROUGH THE 2012 SURVEY WERE, A STRONG ECONOMY, OPPORTUNITIES FOR YOUNG ADULTS AND FAMILIES, OPENNESS TO NEW IDEAS AND CHANGE, AND A FOCUS ON NATURE AND RECREATION OF THE AREA. IN 2017, INCOURAGE AGAIN SURVEYED NEARLY 4,000 RESIDENTS TO UNDERSTAND THEIR CURRENT HOPES AND CONCERNS AND HOW THEIR GOALS AND PERSPECTIVES HAVE CHANGED. THE MAIN PRIORITIES IDENTIFIED BY THE COMMUNITY WERE SIMILAR TO 2012 AND INCLUDE: GOOD QUALITY JOBS ARE ACCESSIBLE TO ALL, QUALITY EDUCATION FOR CHILDREN AND ADULTS, ATTRACTING AND RETAINING YOUNG ADULTS AND FAMILIES, SUPPORT FOR LOCAL ENTREPRENEURS AND BUSINESS OWNERS, AND A HIGHLY TRAINED AND COMPETITIVE WORKFORCE. IN 2018 THE

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SURVEY RESULTS WERE DISCUSSED WITH MORE THAN 30 COMMUNITY PARTNERS AND WITH THE BROADER COMMUNITY AT A PUBLIC FORUM, AND THE RESULTS ARE ALSO LOCATED ON INCOURAGE'S WEBSITE. THESE PRIORITIES CONTINUE TO INFORM INCOURAGE'S STRATEGY AND INCOURAGE IS COMMITTED TO HELPING THE COMMUNITY COORDINATE EFFORTS FOCUSED ON COMMUNITY PRIORITIES AND A SHARED VISION FOR THE FUTURE. (SEE [INCOURAGECF.ORG/LEAD/COMMUNITY-INFORMATION](http://INCOURAGECF.ORG/LEAD/COMMUNITY-INFORMATION), AND [/COMMUNITY-SURVEY-2017](http://COMMUNITY-SURVEY-2017) FOR MORE).

THE CONNECTEDNESS AND INTEGRATION OF A VARIETY OF GRANTS, PROGRAMS, AND INITIATIVES ALLOWS FOR A "COMMUNITY SPECIFIC" FRAMEWORK THROUGH WHICH COLLECTIVE RESOURCES CAN ACHIEVE GREATER IMPACT IN THE FORM OF SYSTEMS CHANGE AND COMMUNITY INVOLVEMENT. AN EXAMPLE IS SUPPORTING RESEARCH INTO LOCAL DATA TO PRODUCE VITAL SIGNS TYPE REPORTS AND THEN TO HOST CRITICAL COMMUNITY CONVERSATIONS FOR INFORMING STRATEGY AND ACTION WITH TIMELY, ACCURATE AND RELEVANT DATA (SEE [INCOURAGECF.ORG/LEARN/VITAL-SIGNS](http://INCOURAGECF.ORG/LEARN/VITAL-SIGNS), FOR MORE).

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

COMMUNITY ENGAGEMENT AND LEADERSHIP DEVELOPMENT: INCOURAGE IS KNOWN NATIONALLY FOR DIRECTLY ORGANIZING, DEVELOPING, AND LEADING PROGRAMS AND COMMUNITY INITIATIVES THAT LEVERAGE RESOURCES, BUILD SELF-CONFIDENCE AND A SENSE OF AGENCY AMONG RESIDENTS, AND AIM TO REBUILD AND DIVERSIFY OUR LOCAL ECONOMY. INCOURAGE SUPPORTS BUILDING SOCIAL CAPITAL AND POSITIVE COMMUNITY CHANGE BY PROMOTING RESIDENT ENGAGEMENT, ADAPTIVE LEADERSHIP SKILLS, RELATIONSHIP BUILDING, COLLABORATION, CONVENING, ADVOCACY, PROACTIVE AND UNBIASED RESEARCH, CAPACITY BUILDING, A SHARED LEARNING ENVIRONMENT, AND THE EFFECTIVE



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EXCHANGE OF RELEVANT INFORMATION IN THE PROCESS. IT HAS A HISTORY OF JOINING WITH LOCAL, REGIONAL, STATE AND NATIONAL FUNDERS AND PARTNERS, IN BOTH THE PUBLIC AND PRIVATE SECTORS, WHO ARE COMMITTED TO PRUDENT AND TRANSPARENT EFFORTS TO TAKE EXISTING AND EMERGING MODELS FURTHER (SEE INCOURAGECF.ORG/LEAD/NATIONAL-PARTNERS, FOR MORE).

SOME ADDITIONAL PROGRAMS LED OR INSPIRED BY INCOURAGE INCLUDE ADAPTIVE LEADERSHIP PROGRAMS, TEEN LEADERSHIP PROGRAMS, EDUCATIONAL WORKSHOPS AND TRAINING OPPORTUNITIES (ORGANIZATIONAL, LEADERSHIP AND PROGRAM DEVELOPMENT; COLLABORATION AND COMMUNITY ENGAGEMENT; EVALUATION EFFECTIVENESS, ETC.), PUBLIC SPEAKERS, PROMOTING CIVILITY, SPEAKYOURPEACE.ORG, PROMOTING CIVIC ENGAGEMENT, ETC. (SEE INCOURAGECF.ORG/LEAD/ADAPTIVE-LEADERSHIP & SPEAK-YOUR-PEACE, FOR MORE).

INCOURAGE IS COMMITTED TO LEARN, REFLECT, AND ACT ON WHAT IT MEANS TO BE AN AUTHENTICALLY USER-CENTERED, VALUES-LED, PLACE-BASED PHILANTHROPIC ORGANIZATION THAT RECOGNIZES THAT TANGIBLE CHANGES WITHIN THE COMMUNITY CULTURE AND ITS SUPPORTING SYSTEMS TAKE PERSISTENCE, PATIENCE AND TIME; BECAUSE IT BELIEVES THAT WHEN IT KNOWS BETTER, IT DOES BETTER.

EXPENSES \$ 148,876. INCLUDING GRANTS OF \$ 0. REVENUE \$ 2,136.

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

UPON COMPLETION OF PREPARATION OF FORM 990 BY A THIRD PARTY ACCOUNTING FIRM (ACCOMPLISHED WITH SIGNIFICANT INPUT FROM A VARIETY OF STAFF MEMBERS) THE CHIEF FINANCIAL OFFICER POSTS THE FINAL FORM 990 DRAFT FOR REVIEW BY EACH BOARD MEMBER AND CERTAIN STAFF MEMBERS PRIOR TO FILING, SEEKING THEIR REVIEW AND COMMENTS WITH RESPECT TO THE FILING TO BE MADE. ANY AND ALL

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COMMENTS RECEIVED ARE REVIEWED FOR WHETHER AN ADJUSTMENT NEEDS TO BE MADE TO THE FORM 990 THAT WAS AVAILABLE FOR REVIEW. AFTER ALL COMMENTS HAVE BEEN CLEARED, THE FINAL FORM 990 IS POSTED FOR ALL BOARD MEMBERS AND CERTAIN STAFF MEMBERS, NOTING ANY SIGNIFICANT ADJUSTMENTS THAT WERE MADE AS A RESULT OF THEIR REVIEW, AND THE FINAL FORM 990 IS SUBMITTED TO THE IRS.

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

CONFLICT OF INTEREST DISCLOSURE FORMS ARE COMPLETED ANNUALLY BY DIRECTORS, STAFF AND MOST COMMITTEES. WHEN POTENTIAL CONFLICTS OF INTEREST ARISE, THE CONFLICTED PERSON IS ALLOWED AN INITIAL OPPORTUNITY FOR INPUT TO THE DISCUSSION WITH FINAL DISCUSSIONS AND VOTING, IF ANY, DONE WITHOUT THEIR INPUT.

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

THE BOARD OF DIRECTORS REVIEWS CEO PAY ANNUALLY TAKING COMPARATIVE PAY DATA INTO CONSIDERATION, INCLUDING REGIONAL AND NATIONAL FOUNDATIONS AS WELL AS COMMUNITY DEVELOPMENT ORGANIZATIONS AND DATA ON PEERS WITH WHOM OUR CEO IS MOST COMPARABLE. THE CEO RECOMMENDS DETAILED STAFF PAY AND THE BOARD OF DIRECTORS REVIEWS STAFF POSITIONS AND OVERALL PAY THROUGH THE FORECASTING PROCESS, TAKING COMPARATIVE PAY DATA INTO CONSIDERATION WHERE AVAILABLE AND APPROPRIATE. FORECASTS ARE SUBJECT TO BOARD REVIEW.

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

DOCUMENTS ARE AVAILABLE UPON WRITTEN REQUEST AT INCOURAGE COMMUNITY FOUNDATION, INC. ATTENTION: FINANCE, 478 EAST GRAND AVENUE, SUITE 200, WISCONSIN RAPIDS, WI 54494, OR BY EMAIL REQUEST TO HELLO@INCOURAGECF.ORG TO THE ATTENTION OF FINANCE.

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FORM 990, PART VII, LINE 1A, COLUMN (D):

REPORTABLE COMPENSATION FOR THE PRESIDENT/CEO IS FURTHER DETAILED ON  
 SCHEDULE J. AS ADDITIONAL INFORMATION, THE FOLLOWING ARE FURTHER  
 DETAILS WITH RESPECT TO EMPLOYEES LISTED ON FORM 990, PART VII, COLUMN  
 (D) REPORTABLE COMPENSATION:

	BASE COMP	REPORTABLE OTHER COMP *	TOTAL
KELLY RYAN	154,500	51,611	206,111
PRESIDENT/CEO TO 10-31-2019			
DAWN NEUMAN	101,139	22,117	123,256
CHIEF FINANCIAL OFFICER			
HEATHER MCKELLIPS	87,500	19,556	107,056
COO TO 10-31-2019, THEN INTERIM CEO TO 1-31-2020			

\* CONSISTS PRINCIPALLY OF CASH COMPENSATION INCOURAGE PAYS IN LIEU OF  
 PROVIDING GROUP INSURANCE BENEFITS, AT THE RATE OF 22.35% OF BASE  
 COMPENSATION, WHICH RATE HAS BEEN THE SAME FOR SEVERAL YEARS.

FURTHER DETAILS WITH RESPECT TO THE COMPONENTS OF COMPENSATION ARE  
 INCLUDED ON SCHEDULE J, PART III.

FORM 990, PART IX, LINE 11G, OTHER FEES:

CONSULTING AND PROFESSIONAL SERVICES:

PROGRAM SERVICE EXPENSES	36,889.
MANAGEMENT AND GENERAL EXPENSES	7,286.
FUNDRAISING EXPENSES	3,182.

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TOTAL EXPENSES	47,357.
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## COMMUNITY INVESTING ADVISORY:

PROGRAM SERVICE EXPENSES	95,164.
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MANAGEMENT AND GENERAL EXPENSES	0.
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FUNDRAISING EXPENSES	0.
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TOTAL EXPENSES	95,164.
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## TRIBUNE &amp; SUSTAINABLE COMMUNITIES ADVISORY:

PROGRAM SERVICE EXPENSES	175,693.
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MANAGEMENT AND GENERAL EXPENSES	0.
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FUNDRAISING EXPENSES	10,000.
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TOTAL EXPENSES	185,693.
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TOTAL OTHER FEES ON FORM 990, PART IX, LINE 11G, COL A	328,214.
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## FORM 990, PART XI, LINE 9, CHANGES IN NET ASSETS:

GRANT EXPENSE CANCELLATIONS	17,713.
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## FORM 990, PART XII, LINE 2C

THE PROCESS HAS NOT CHANGED FROM THE PRIOR YEAR. THE FULL INCOURAGE BOARD FULFILLS THESE RESPONSIBILITIES.

## FORM 990, PAGE 1, LINE F

KELLY RYAN SERVED AS PRESIDENT AND CEO OF INCOURAGE UNTIL OCTOBER 31, 2019; AFTER WHICH TIME HEATHER MCKELLIPS SERVED AS INTERIM CEO UNTIL JANUARY 31, 2020; AFTER WHICH TIME BETSY WOOD IS SERVING AS MANAGING DIRECTOR.

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FORM 990, PART I, LINE 5

INCOURAGE HAD 9 EMPLOYEES AT 12-31-19, ALL OF WHICH WERE PART-TIME.

FORM 990, PART VI, SECTION C, LINE 18

THE MOST CURRENT FORMS 990 AND 990-T ARE POSTED ON INCOURAGE'S WEBSITE.

FORM 1023 AND THE TWO PRIOR YEAR FORMS 990 AND 990-T ARE AVAILABLE UPON

WRITTEN REQUEST AT INCOURAGE COMMUNITY FOUNDATION, INC., ATTENTION

FINANCE, 478 EAST GRAND AVENUE, SUITE 200, WISCONSIN RAPIDS, WI 54494,

OR BY EMAIL REQUEST TO HELLO@INCOURAGECF.ORG TO THE ATTENTION OF

FINANCE.

**SCHEDULE R**  
**(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Related Organizations and Unrelated Partnerships**

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

▶ Attach to Form 990.

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

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**2019**

**Open to Public  
Inspection**

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

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

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

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No
COMMUNITY PROPERTY INC - 26-0425048 478 EAST GRAND AVENUE WISCONSIN RAPIDS, WI 54494-4852	SUPPORTING ORGANIZATION	WISCONSIN	501(C)(3)	LINE 12B, II	INCOURAGE COMMUNITY FOUNDATION, INC.	X	

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule R (Form 990) 2019

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

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

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

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

**Part V Transactions With Related Organizations.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.**Note:** Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

	Yes	No
<b>1</b> During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?		
<b>a</b> Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity .....	<b>1a</b> X	
<b>b</b> Gift, grant, or capital contribution to related organization(s) .....	<b>1b</b> X	
<b>c</b> Gift, grant, or capital contribution from related organization(s) .....	<b>1c</b>	X
<b>d</b> Loans or loan guarantees to or for related organization(s) .....	<b>1d</b> X	
<b>e</b> Loans or loan guarantees by related organization(s) .....	<b>1e</b>	X
<b>f</b> Dividends from related organization(s) .....	<b>1f</b>	X
<b>g</b> Sale of assets to related organization(s) .....	<b>1g</b>	X
<b>h</b> Purchase of assets from related organization(s) .....	<b>1h</b>	X
<b>i</b> Exchange of assets with related organization(s) .....	<b>1i</b>	X
<b>j</b> Lease of facilities, equipment, or other assets to related organization(s) .....	<b>1j</b>	X
<b>k</b> Lease of facilities, equipment, or other assets from related organization(s) .....	<b>1k</b> X	
<b>l</b> Performance of services or membership or fundraising solicitations for related organization(s) .....	<b>1l</b> X	
<b>m</b> Performance of services or membership or fundraising solicitations by related organization(s) .....	<b>1m</b>	X
<b>n</b> Sharing of facilities, equipment, mailing lists, or other assets with related organization(s) .....	<b>1n</b> X	
<b>o</b> Sharing of paid employees with related organization(s) .....	<b>1o</b> X	
<b>p</b> Reimbursement paid to related organization(s) for expenses .....	<b>1p</b>	X
<b>q</b> Reimbursement paid by related organization(s) for expenses .....	<b>1q</b>	X
<b>r</b> Other transfer of cash or property to related organization(s) .....	<b>1r</b>	X
<b>s</b> Other transfer of cash or property from related organization(s) .....	<b>1s</b>	X
<b>2</b> If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.		

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
(1) COMMUNITY PROPERTY, INC.	A	45,625.	CURRENT YEAR ACCRUED INTEREST
(2) COMMUNITY PROPERTY, INC.	D	1,825,000.	FACE VALUE OF PROMISSORY NOTES
(3) COMMUNITY PROPERTY, INC.	D	263,500.	STATED AMOUNT OF LOAN GUARANTEE
(4) COMMUNITY PROPERTY, INC.	B	50,000.	GRANT AMOUNT PAID
(5) COMMUNITY PROPERTY, INC.	D	177,170.	TOTAL ACCRUED INTEREST PROM NOTES
(6)			



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

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

[illegible]

Provide additional information for responses to questions on Schedule R. See instructions.

**Application for Automatic Extension of Time To File an  
Exempt Organization Return**

OMB No. 1545-0047

► **File a separate application for each return.**  
► **Go to [www.irs.gov/Form8868](http://www.irs.gov/Form8868) for the latest information.**

**Electronic filing (e-file).** You can electronically file Form 8868 to request a 6-month automatic extension of time to file any of the forms listed below with the exception of Form 8870, Information Return for Transfers Associated With Certain Personal Benefit Contracts, for which an extension request must be sent to the IRS in paper format (see instructions). For more details on the electronic filing of this form, visit [www.irs.gov/e-file-providers/e-file-for-charities-and-non-profits](http://www.irs.gov/e-file-providers/e-file-for-charities-and-non-profits).

**Automatic 6-Month Extension of Time.** Only submit original (no copies needed).

All corporations required to file an income tax return other than Form 990-T (including 1120-C filers), partnerships, REMICs, and trusts must use Form 7004 to request an extension of time to file income tax returns.

<b>Type or print</b>  File by the due date for filing your return. See instructions.	Name of exempt organization or other filer, see instructions.  <b>INCOURAGE COMMUNITY FOUNDATION, INC.</b>	Taxpayer identification number (TIN)  <b>39-1772651</b>
	Number, street, and room or suite no. If a P.O. box, see instructions. <b>478 E. GRAND AVENUE, NO. 200</b>	
	City, town or post office, state, and ZIP code. For a foreign address, see instructions. <b>WISCONSIN RAPIDS, WI 54494</b>	

Enter the Return Code for the return that this application is for (file a separate application for each return) 

0	1
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Application Is For	Return Code	Application Is For	Return Code
Form 990 or Form 990-EZ	01	Form 990-T (corporation)	07
Form 990-BL	02	Form 1041-A	08
Form 4720 (individual)	03	Form 4720 (other than individual)	09
Form 990-PF	04	Form 5227	10
Form 990-T (sec. 401(a) or 408(a) trust)	05	Form 6069	11
Form 990-T (trust other than above)	06	Form 8870	12

**DAWN NEUMAN**

- The books are in the care of ► **478 E GRAND AVE, SUITE 200 - WISCONSIN RAPIDS, WI 54494**  
Telephone No. ► **715-423-3863** Fax No. ► \_\_\_\_\_

- If the organization does not have an office or place of business in the United States, check this box ☐   
• If this is for a Group Return, enter the organization's four digit Group Exemption Number (GEN) \_\_\_\_\_. If this is for the whole group, check this box ☐. If it is for part of the group, check this box ☐ and attach a list with the names and TINs of all members the extension is for.

- 1 I request an automatic 6-month extension of time until **NOVEMBER 16, 2020**, to file the exempt organization return for the organization named above. The extension is for the organization's return for:  
► ☒ calendar year **2019** or  
► ☐ tax year beginning \_\_\_\_\_, and ending \_\_\_\_\_.

- 2 If the tax year entered in line 1 is for less than 12 months, check reason: ☐ Initial return ☐ Final return  
☐ Change in accounting period

<b>3a</b> If this application is for Forms 990-BL, 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits. See instructions.	<b>3a</b>	\$	<b>0.</b>
<b>b</b> If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter any refundable credits and estimated tax payments made. Include any prior year overpayment allowed as a credit.	<b>3b</b>	\$	<b>0.</b>
<b>c Balance due.</b> Subtract line 3b from line 3a. Include your payment with this form, if required, by using EFTPS (Electronic Federal Tax Payment System). See instructions.	<b>3c</b>	\$	<b>0.</b>

**Caution:** If you are going to make an electronic funds withdrawal (direct debit) with this Form 8868, see Form 8453-EO and Form 8879-EO for payment instructions.