

Form **990**

Return of Organization Exempt From Income Tax

OMB No. 1545-0047

2021

Department of the Treasury
Internal Revenue Service

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

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

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

Open to Public Inspection

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

B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization INCOURAGE COMMUNITY FOUNDATION, INC.		D Employer identification number 39-1772651
	Doing business as		E Telephone number 715-423-3863
	Number and street (or P.O. box if mail is not delivered to street address)	Room/suite	G Gross receipts \$ 11,326,040.
	478 E. GRAND AVENUE City or town, state or province, country, and ZIP or foreign postal code WISCONSIN RAPIDS, WI 54494		H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. See instructions
	F Name and address of principal officer: BETSY WOOD SAME AS C ABOVE		H(c) Group exemption number ▶

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

Activities & Governance	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 <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.
	3 Number of voting members of the governing body (Part VI, line 1a) 3 4
	4 Number of independent voting members of the governing body (Part VI, line 1b) 4 4
	5 Total number of individuals employed in calendar year 2021 (Part V, line 2a) 5 7
	6 Total number of volunteers (estimate if necessary) 6 87
	7 a Total unrelated business revenue from Part VIII, column (C), line 12 7a 0. b Net unrelated business taxable income from Form 990-T, Part I, line 11 7b 0.
Revenue	8 Contributions and grants (Part VIII, line 1h) Prior Year 319,649. Current Year 3,696,398.
	9 Program service revenue (Part VIII, line 2g) 150. 900.
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) 783,921. 2,011,436.
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) 126. 201.
	12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) 1,103,846. 5,708,935.
	13 Grants and similar amounts paid (Part IX, column (A), lines 1-3) 813,658. 919,644.
Expenses	14 Benefits paid to or for members (Part IX, column (A), line 4) 0. 0.
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) 280,208. 239,976.
	16a Professional fundraising fees (Part IX, column (A), line 11e) 0. 0.
	b Total fundraising expenses (Part IX, column (D), line 25) ▶ 28,709.
	17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) 310,657. 322,470.
	18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) 1,404,523. 1,482,090.
Net Assets or Fund Balances	19 Revenue less expenses. Subtract line 18 from line 12 -300,677. 4,226,845.
	20 Total assets (Part X, line 16) Beginning of Current Year 27,846,613. End of Year 33,841,237.
	21 Total liabilities (Part X, line 26) 1,709,353. 1,900,944.
	22 Net assets or fund balances. Subtract line 21 from line 20 26,137,260. 31,940,293.

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 <i>Betsy Wood</i>	Date 11-15-22
	Type or print name and title BETSY WOOD, MANAGING DIRECTOR	

Paid Preparer Use Only	Print/Type preparer's name MARY A. COATES, CPA	Preparer's signature MARY A. COATES, CPA	Date 11/14/22	Check if self-employed <input type="checkbox"/>	PTIN P00134220
	Firm's name ▶ WIPFLI LLP	Firm's EIN ▶ 39-0758449		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 MORE THAN 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 [X] No
If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? [] Yes [X] No
If "Yes," describe these changes on Schedule O.

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

4a (Code:) (Expenses \$ 1,014,606. including grants of \$ 879,644.) (Revenue \$ 0.)
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 2021, 217 GRANTS WERE APPROVED (EXCLUDING AGENCY GRANTS SUBJECT TO FAS 136) BENEFITTING 93 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 172 SCHOLARSHIPS AWARDED IN 2021, TOTALED \$175,500 AND BENEFITTED 112 RECIPIENTS. OF THIS AMOUNT, \$174,000 IS REFLECTED AS A GRANT TO INTERNATIONAL SCHOLARSHIP AND TUITION SERVICES ON SCHEDULE

4b (Code:) (Expenses \$ 139,492. including grants of \$ 40,000.) (Revenue \$ 0.)
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 \$ 15,254. including grants of \$ 0.) (Revenue \$ 0.)
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 INCLUDED A MANUFACTURING PEER COUNCIL, A REGIONAL ECONOMIC GROWTH INITIATIVE, A BUSINESS AND EDUCATION

4d Other program services (Describe on Schedule O.)
(Expenses \$ 78,390. including grants of \$ 0.) (Revenue \$ 1,101.)

4e Total program service expenses 1,247,742.

Part IV Checklist of Required Schedules

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

Part IV Checklist of Required Schedules (continued)

	Yes	No
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>	22 X	
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	23	X
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>	24a	X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b	
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c	
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d	
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>	25a	X
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>	25b	X
26 Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i>	26	X
27 Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>	27	X
28 Was the organization a party to a business transaction with one of the following parties (see the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions):		
a A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i>	28a	X
b A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>	28b	X
c A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i>	28c	X
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	29	X
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>	30	X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>	31	X
32 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>	32	X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>	33	X
34 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>	34 X	
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a X	
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>	35b X	
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>	36	X
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>	37	X
38 Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19?	38 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
1a Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	1a 11	
b Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	1b 0	
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c X	

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

Table with columns for question number, question text, and Yes/No checkboxes. Includes questions 2a through 17 regarding employee counts, tax returns, unrelated business income, foreign accounts, prohibited transactions, and various organizational requirements.

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

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

Section A. Governing Body and Management

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

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

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

Section C. Disclosure

- 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

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/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
1b Subtotal							128,156.	0.	35,737.	
c Total from continuation sheets to Part VII, Section A							0.	0.	0.	
d Total (add lines 1b and 1c)							128,156.	0.	35,737.	

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **0**

	Yes	No
3 Did the organization list any former officer, director, trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		X
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>		X
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>		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)	(B)	(C)	(D)	
			Total revenue	Related or exempt function revenue	Unrelated business revenue	Revenue excluded from tax under sections 512 - 514	
Contributions, Gifts, Grants and Other Similar Amounts	1 a	Federated campaigns	1a				
	b	Membership dues	1b				
	c	Fundraising events	1c				
	d	Related organizations	1d				
	e	Government grants (contributions)	1e	189,368.			
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	3,507,030.			
	g	Noncash contributions included in lines 1a-1f	1g	\$ 14,687.			
	h	Total. Add lines 1a-1f		3,696,398.			
Program Service Revenue	2 a	PROGRAM AND FACILITATION SERVICES	Business Code				
			900099	900.	900.		
	b						
	c						
	d						
	e						
	f	All other program service revenue					
g	Total. Add lines 2a-2f		900.				
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts)		549,709.		549,709.	
	4	Income from investment of tax-exempt bond proceeds					
	5	Royalties					
	6 a	Gross rents	(i) Real				
			(ii) Personal				
	6 b	Less: rental expenses					
	6 c	Rental income or (loss)					
	d	Net rental income or (loss)					
	7 a	Gross amount from sales of assets other than inventory	(i) Securities				
			(ii) Other				
				7,078,832.			
	7 b	Less: cost or other basis and sales expenses		5,617,105.			
	7 c	Gain or (loss)		1,461,727.			
d	Net gain or (loss)		1,461,727.		1461727.		
8 a	Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18						
8 b	Less: direct expenses						
c	Net income or (loss) from fundraising events						
9 a	Gross income from gaming activities. See Part IV, line 19						
9 b	Less: direct expenses						
c	Net income or (loss) from gaming activities						
10 a	Gross sales of inventory, less returns and allowances						
10 b	Less: cost of goods sold						
c	Net income or (loss) from sales of inventory						
Miscellaneous Revenue	11 a	OTHER INCOME	Business Code				
			900099	201.	201.		
	b						
	c						
	d	All other revenue					
e	Total. Add lines 11a-11d		201.				
12	Total revenue. See instructions		5,708,935.	1,101.	0.	2011436.	

Part IX Statement of Functional Expenses

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

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

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	744,144.	744,144.		
2 Grants and other assistance to domestic individuals. See Part IV, line 22	175,500.	175,500.		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	156,408.	109,363.	35,130.	11,915.
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	72,199.	64,893.	4,068.	3,238.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	1,594.	1,452.	69.	73.
9 Other employee benefits	-6,607.	-4,434.	-1,699.	-474.
10 Payroll taxes	16,382.	12,594.	2,721.	1,067.
11 Fees for services (nonemployees):				
a Management				
b Legal	6,991.	6,578.	349.	64.
c Accounting	12,475.		12,475.	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees	128,841.		128,841.	
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.)	38,768.	33,006.	1,445.	4,317.
12 Advertising and promotion				
13 Office expenses	11,684.	7,307.	2,107.	2,270.
14 Information technology	51,094.	39,246.	8,549.	3,299.
15 Royalties				
16 Occupancy	9,541.	8,442.	789.	310.
17 Travel				
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	1,735.	1,273.	233.	229.
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	34,523.	26,524.	5,745.	2,254.
23 Insurance	4,628.	1,086.	3,450.	92.
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a FUND PROGRAM ACTIVITIES	19,482.	19,482.		
b DUES, SUBSCRIPTIONS, BOOK	2,351.	1,286.	1,010.	55.
c UNRELATED BUS INC TAXES	357.		357.	
d				
e All other expenses				
25 Total functional expenses. Add lines 1 through 24e	1,482,090.	1,247,742.	205,639.	28,709.
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.				

Check here if following SOP 98-2 (ASC 958-720)

Part X Balance Sheet

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

		(A) Beginning of year		(B) End of year
Assets	1 Cash - non-interest-bearing	39,234.	1	40,071.
	2 Savings and temporary cash investments	1,760,878.	2	2,654,794.
	3 Pledges and grants receivable, net	16,336.	3	27,704.
	4 Accounts receivable, net		4	6,417.
	5 Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use		8	
	9 Prepaid expenses and deferred charges	11,783.	9	22,506.
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 442,181.		
	b Less: accumulated depreciation	10b 396,929.	79,776.	10c 45,252.
	11 Investments - publicly traded securities	22,626,470.	11	27,633,938.
	12 Investments - other securities. See Part IV, line 11	196,594.	12	208,250.
	13 Investments - program-related. See Part IV, line 11	2,896,978.	13	2,973,939.
	14 Intangible assets	5,014.	14	5,014.
	15 Other assets. See Part IV, line 11	213,550.	15	223,352.
16 Total assets. Add lines 1 through 15 (must equal line 33)	27,846,613.	16	33,841,237.	
Liabilities	17 Accounts payable and accrued expenses	20,326.	17	12,685.
	18 Grants payable	66,288.	18	72,600.
	19 Deferred revenue	156,254.	19	191,922.
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23 Secured mortgages and notes payable to unrelated third parties		23	
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D	1,466,485.	25	1,623,737.
	26 Total liabilities. Add lines 17 through 25	1,709,353.	26	1,900,944.
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33.			
	27 Net assets without donor restrictions	25,814,908.	27	31,620,927.
	28 Net assets with donor restrictions	322,352.	28	319,366.
	Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33.			
	29 Capital stock or trust principal, or current funds		29	
	30 Paid-in or capital surplus, or land, building, or equipment fund		30	
	31 Retained earnings, endowment, accumulated income, or other funds		31	
	32 Total net assets or fund balances	26,137,260.	32	31,940,293.
	33 Total liabilities and net assets/fund balances	27,846,613.	33	33,841,237.

Part XI Reconciliation of Net Assets

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

1	Total revenue (must equal Part VIII, column (A), line 12)	1	5,708,935.
2	Total expenses (must equal Part IX, column (A), line 25)	2	1,482,090.
3	Revenue less expenses. Subtract line 2 from line 1	3	4,226,845.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	26,137,260.
5	Net unrealized gains (losses) on investments	5	1,563,901.
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	12,287.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	31,940,293.

Part XII Financial Statements and Reporting

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

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

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

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

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	1681182.	440,297.	754,943.	324,649.	512,504.	3713575.
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3	1681182.	440,297.	754,943.	324,649.	512,504.	3713575.
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						1014851.
6 Public support. Subtract line 5 from line 4.						2698724.

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
7 Amounts from line 4	1681182.	440,297.	754,943.	324,649.	512,504.	3713575.
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources	606,293.	630,710.	472,898.	376,969.	549,709.	2636579.
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
11 Total support. Add lines 7 through 10						6350154.
12 Gross receipts from related activities, etc. (see instructions)					12	4,243.
13 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here						<input type="checkbox"/>

Section C. Computation of Public Support Percentage

14 Public support percentage for 2021 (line 6, column (f), divided by line 11, column (f))	14	42.50 %
15 Public support percentage from 2020 Schedule A, Part II, line 14	15	43.43 %
16a 33 1/3% support test - 2021. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization	<input checked="" type="checkbox"/>	
b 33 1/3% support test - 2020. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization	<input type="checkbox"/>	
17a 10% -facts-and-circumstances test - 2021. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization	<input type="checkbox"/>	
b 10% -facts-and-circumstances test - 2020. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization	<input type="checkbox"/>	
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions	<input type="checkbox"/>	

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

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

Section A. Public Support

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

Section B. Total Support

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

14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here**

Section C. Computation of Public Support Percentage

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

Section D. Computation of Investment Income Percentage

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

19a 33 1/3% support tests - 2021. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization

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

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

Part IV Supporting Organizations

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

Section A. All Supporting Organizations

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

Table with 3 columns: Question, Yes, No. Row 11: Has the organization accepted a gift or contribution from any of the following persons? Sub-rows 11a, 11b, 11c.

Section B. Type I Supporting Organizations

Table with 3 columns: Question, Yes, No. Row 1: Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? Row 2: Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization?

Section C. Type II Supporting Organizations

Table with 3 columns: Question, Yes, No. Row 1: Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)?

Section D. All Type III Supporting Organizations

Table with 3 columns: Question, Yes, No. Row 1: Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided? Row 2: Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? Row 3: By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year?

Section E. Type III Functionally Integrated Supporting Organizations

Table with 3 columns: Question, Yes, No. Row 1: Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions). Sub-rows a, b, c. Row 2: Activities Test. Answer lines 2a and 2b below. Sub-rows a, b. Row 3: Parent of Supported Organizations. Answer lines 3a and 3b below. Sub-rows a, 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	Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8	

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

Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	1	
2	Enter 0.85 of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

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

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

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

Schedule A (Form 990) 2021

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

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.

UNUSUAL GRANT RECEIVED IN 2021 AND EXCLUDED FROM LINE 1 IS \$3,222,009.

Schedule B
(Form 990)

Department of the Treasury
Internal Revenue Service

Schedule of Contributors

▶ Attach to Form 990 or Form 990-PF.
▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2021

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 foundation

Check 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), 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 (entering "N/A" in column (b) instead of the contributor name and address), 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), 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).

Name of organization INCOURAGE COMMUNITY FOUNDATION, INC.	Employer identification number 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
1	<hr/> <hr/> <hr/>	\$ <u>3,222,009.</u>	Person <input checked="" type="checkbox"/> Payroll Noncash (Complete Part II for noncash contributions.)
2	<hr/> <hr/> <hr/>	\$ <u>156,254.</u>	Person <input checked="" type="checkbox"/> Payroll Noncash (Complete Part II for noncash contributions.)
	<hr/> <hr/> <hr/>	\$ _____	Person Payroll Noncash (Complete Part II for noncash contributions.)
	<hr/> <hr/> <hr/>	\$ _____	Person Payroll Noncash (Complete Part II for noncash contributions.)
	<hr/> <hr/> <hr/>	\$ _____	Person Payroll Noncash (Complete Part II for noncash contributions.)
	<hr/> <hr/> <hr/>	\$ _____	Person Payroll Noncash (Complete Part II for noncash contributions.)

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

Part II Noncash Property (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		\$ _____	
		\$ _____	
		\$ _____	
		\$ _____	
		\$ _____	
		\$ _____	
		\$ _____	

Name of organization INCOURAGE COMMUNITY FOUNDATION, INC.	Employer identification number 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)

Political Campaign and Lobbying Activities

OMB No. 1545-0047

2021

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

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 for instructions and the latest information.**

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-.

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												
1a	Total lobbying expenditures to influence public opinion (grassroots lobbying)														
b	Total lobbying expenditures to influence a legislative body (direct lobbying)	15,625.													
c	Total lobbying expenditures (add lines 1a and 1b)	15,625.													
d	Other exempt purpose expenditures	1,466,108.													
e	Total exempt purpose expenditures (add lines 1c and 1d)	1,481,733.													
f	Lobbying nontaxable amount. Enter the amount from the following table in both columns.	223,173.													
<table border="1" style="width: 100%;"> <thead> <tr> <th style="width: 50%;">If the amount on line 1e, column (a) or (b) is:</th> <th style="width: 50%;">The lobbying nontaxable amount is:</th> </tr> </thead> <tbody> <tr> <td>Not over \$500,000</td> <td>20% of the amount on line 1e.</td> </tr> <tr> <td>Over \$500,000 but not over \$1,000,000</td> <td>\$100,000 plus 15% of the excess over \$500,000.</td> </tr> <tr> <td>Over \$1,000,000 but not over \$1,500,000</td> <td>\$175,000 plus 10% of the excess over \$1,000,000.</td> </tr> <tr> <td>Over \$1,500,000 but not over \$17,000,000</td> <td>\$225,000 plus 5% of the excess over \$1,500,000.</td> </tr> <tr> <td>Over \$17,000,000</td> <td>\$1,000,000.</td> </tr> </tbody> </table>		If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:	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.		
If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:														
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.														
g	Grassroots nontaxable amount (enter 25% of line 1f)	55,793.													
h	Subtract line 1g from line 1a. If zero or less, enter -0-	0.													
i	Subtract line 1f from line 1c. If zero or less, enter -0-	0.													
j	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) 2018	(b) 2019	(c) 2020	(d) 2021	(e) Total
2a Lobbying nontaxable amount	301,311.	298,343.	215,226.	223,173.	1,038,053.
b Lobbying ceiling amount (150% of line 2a, column(e))					1,557,080.
c Total lobbying expenditures	62,200.	61,500.	15,400.	15,625.	154,725.
d Grassroots nontaxable amount	75,328.	74,586.	53,807.	55,793.	259,514.
e Grassroots ceiling amount (150% of line 2d, column (e))					389,271.
f Grassroots lobbying expenditures					

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)).

	(a)		(b)
	Yes	No	Amount
<i>For each "Yes" response on lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity.</i>			
1 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:			
a Volunteers?			
b Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?			
c Media advertisements?			
d Mailings to members, legislators, or the public?			
e Publications, or published or broadcast statements?			
f Grants to other organizations for lobbying purposes?			
g Direct contact with legislators, their staffs, government officials, or a legislative body?			
h Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?			
i Other activities?			
j Total. Add lines 1c through 1i			
2a Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?			
b If "Yes," enter the amount of any tax incurred under section 4912			
c If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
d 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
1 Were substantially all (90% or more) dues received nondeductible by members?	1	
2 Did the organization make only in-house lobbying expenditures of \$2,000 or less?	2	
3 Did the organization agree to carry over lobbying and political campaign activity expenditures from the prior year?	3	

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."

1 Dues, assessments and similar amounts from members	1
2 Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).	
a Current year	2a
b Carryover from last year	2b
c Total	2c
3 Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	3
4 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?	4
5 Taxable amount of lobbying and political expenditures. See instructions	5

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.

SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

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

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

OMB No. 1545-0047

2021

Open to Public Inspection

Name of the organization **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	34	26
2 Aggregate value of contributions to (during year)	189,750.	105,763.
3 Aggregate value of grants from (during year)	154,243.	138,500.
4 Aggregate value at end of year	1,359,044.	1,231,750.
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? Yes No

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

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

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

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

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

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

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

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

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

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

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

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

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990. Schedule D (Form 990) 2021

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

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

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

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

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

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

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

Part VI Land, Buildings, and Equipment.

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

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements				
d Equipment		442,181.	396,929.	45,252.
e Other				
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				45,252.

Part VII Investments - Other Securities.

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

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

Part VIII Investments - Program Related.

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

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) LOANS TO COMMUNITY		
(2) PROPERTY, INC. FOR		
(3) TRIBUNE PROPERTY		
(4) RECONSTRUCTION	2,367,070.	COST
(5) AFFORDABLE HOUSING &		
(6) SMALL BUSINESS LOAN FUND	253,664.	COST
(7) SMALL BUSINESS &		
(8) MICROENTERPRISE REVOLVING		
(9) LOAN FUNDS	353,205.	COST
Total. (Col. (b) must equal Form 990, Part X, col. (B) line 13.)	2,973,939.	

Part IX Other Assets.

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

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

Part X Other Liabilities.

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

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) FUNDS HELD FOR OTHER AGENCIES	1,599,129.
(3) CHARITABLE GIFT ANNUITIES	24,608.
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.)	1,623,737.

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.

1	Total revenue, gains, and other support per audited financial statements		1	7,176,396.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:			
a	Net unrealized gains (losses) on investments	2a	1,563,901.	
b	Donated services and use of facilities	2b	4,000.	
c	Recoveries of prior year grants	2c		
d	Other (Describe in Part XIII.)	2d	-58,325.	
e	Add lines 2a through 2d	2e		1,509,576.
3	Subtract line 2e from line 1	3		5,666,820.
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a		
b	Other (Describe in Part XIII.)	4b	42,115.	
c	Add lines 4a and 4b	4c		42,115.
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)	5		5,708,935.

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

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

1	Total expenses and losses per audited financial statements		1	1,441,938.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:			
a	Donated services and use of facilities	2a	4,000.	
b	Prior year adjustments	2b		
c	Other losses	2c		
d	Other (Describe in Part XIII.)	2d	141,776.	
e	Add lines 2a through 2d	2e		145,776.
3	Subtract line 2e from line 1	3		1,296,162.
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	128,841.	
b	Other (Describe in Part XIII.)	4b	57,087.	
c	Add lines 4a and 4b	4c		185,928.
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)	5		1,482,090.

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 70,516.

Part XIII Supplemental Information (continued)

INVESTMENT MANAGEMENT FEES NETTED AGAINST REALIZED AND

UNREALIZED GAIN(LOSS) -128,841.

TOTAL TO SCHEDULE D, PART XI, LINE 2D -58,325.

PART XI, LINE 4B - OTHER ADJUSTMENTS:

INTEREST INCOME FROM SUPPORTING ORGANIZATION 42,115.

PART XII, LINE 2D - OTHER ADJUSTMENTS:

EXPENSES RELATED TO SUPPORTING ORGANIZATION 141,776.

PART XII, LINE 4B - OTHER ADJUSTMENTS:

RENT PAID TO SUPPORTING ORGANIZATION 4,800.

GRANTS PAID TO SUPPORTING ORGANIZATION 40,000.

PREVIOUS YEARS GRANT EXPENSE CANCELLATIONS 12,287.

TOTAL TO SCHEDULE D, PART XII, LINE 4B 57,087.

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 for the latest information.**

OMB No. 1545-0047

2021

**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.

1 (a) Name and address of organization or government	(b) EIN	(c) IRC section (if applicable)	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) 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)	23,495.	0.			GENERAL & PROGRAM RELATED SUPPORT
ASPIRUS RIVERVIEW FOUNDATION, INC. PO BOX 8080 WISCONSIN RAPIDS, WI 54495-8080	39-1509239	501(C)(3)	6,312.	0.			GENERAL & PROGRAM RELATED SUPPORT
ASSUMPTION CATHOLIC SCHOOLS 445 CHESTNUT STREET WISCONSIN RAPIDS, WI 54494	39-1951797	501(C)(3)	15,402.	0.			GENERAL & PROGRAM RELATED SUPPORT
ASSUMPTION FOUNDATION, INC. PO BOX 1041 WISCONSIN RAPIDS, WI 54495-1041	39-6124767	501(C)(3)	11,758.	0.			GENERAL & PROGRAM RELATED SUPPORT
BOY SCOUTS OF AMERICA SAMOSET COUNCIL - 3511 CAMP PHILLIPS ROAD - WESTON, WI 54476	39-0813397	501(C)(3)	14,715.	0.			GENERAL & PROGRAM RELATED SUPPORT
BOYS & GIRLS CLUB OF THE WISCONSIN RAPIDS AREA, INC. - PO BOX 1175, 501 W GRAND AVE - WISCONSIN RAPIDS, WI 54495-1175	39-1745942	501(C)(3)	98,363.	0.			GENERAL & PROGRAM RELATED SUPPORT

- 2** Enter total number of section 501(c)(3) and government organizations listed in the line 1 table **25.**
- 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) 2021

SEE PART IV FOR COLUMN (H) DESCRIPTIONS

Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (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 noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
CENTRAL WISCONSIN CULTURAL CENTER, INC. - 2651 8TH STREET SOUTH - WISCONSIN RAPIDS, WI 54494	39-1869751	501(C)(3)	11,787.	0.			GENERAL & PROGRAM RELATED SUPPORT
COMMUNITY FOUNDATION OF CENTRAL WISCONSIN, INC. - 1501 CLARK STREET - STEVENS POINT, WI 54481	39-0827885	501(C)(3)	5,043.	0.			INITIATE FARMSHED ENDOWMENT FUND
COMMUNITY PROPERTY, INC. 478 E GRAND AVE., SUITE 200 WISCONSIN RAPIDS, WI 54494	26-0425048	501(C)(3)	40,000.	0.			GENERAL & PROGRAM RELATED SUPPORT
FEEDING OUR COMMUNITIES WITH UNITED SERVICES, INC. (FOCUS) - 941 HUNTINGTON AVE, PMB #242 - WISCONSIN RAPIDS, WI 54494	47-5327773	501(C)(3)	32,131.	0.			GENERAL & PROGRAM RELATED SUPPORT
GIRL SCOUTS OF THE NORTHWESTERN GREAT LAKES, INC. - 3511 CAMP PHILLIPS ROAD - SCHOFIELD, WI 54476	39-1016314	501(C)(3)	5,043.	0.			GENERAL & PROGRAM RELATED SUPPORT
INTERNATIONAL SCHOLARSHIP AND TUITION SERVICES - 1321 MURFREESBORO PIKE, SUITE 800 - NASHVILLE, TN 37217-2698	62-1247492		174,000.	0.			THIRD PARTY SCHOLARSHIP ADMINISTRATOR FOR SUPPORTING SELECTION, AWARDING AND FINAL
JOHN E. ALEXANDER SOUTH WOOD COUNTY YMCA - 601 W GRAND AVE - WISCONSIN RAPIDS, WI 54495	39-0929462	501(C)(3)	6,351.	0.			GENERAL & PROGRAM RELATED SUPPORT
LINCOLN HIGH SCHOOL 1801 16TH STREET SOUTH WISCONSIN RAPIDS, WI 54494	39-6005282	501(C)(3)	14,272.	0.			PROGRAM RELATED SUPPORT
MCMILLAN MEMORIAL LIBRARY 490 E GRAND AVE WISCONSIN RAPIDS, WI 54494		501(C)(3)	6,000.	0.			GENERAL & PROGRAM RELATED SUPPORT

Schedule I (Form 990)

Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (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 noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
OPPORTUNITY DEVELOPMENT CENTERS, INC. - 1191 HUNTINGTON AVE - WISCONSIN RAPIDS, WI 54494	39-1044318	501(C)(3)	56,457.	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)	16,896.	0.			GENERAL & PROGRAM RELATED SUPPORT
THREE BRIDGES RECOVERY WISCONSIN, INC. - 441 GARFIELD STREET - WISCONSIN RAPIDS, WI 54494	82-5015616	501(C)(3)	7,500.	0.			GENERAL & PROGRAM RELATED SUPPORT
UNITED WAY OF SOUTH WOOD & ADAMS COUNTIES, INC. - 351 OAK STREET - WISCONSIN RAPIDS, WI 54494	39-1212595	501(C)(3)	5,485.	0.			GENERAL & PROGRAM RELATED SUPPORT
UNIVERSITY OF MINNESOTA FOUNDATION 200 OAK STREET SE, SUITE 500 MINNEAPOLIS, MN 55455-2010	41-6042488	501(C)(3)	6,318.	0.			SCHOLARSHIP SUPPORT
UNIVERSITY OF WISCONSIN FOUNDATION 1848 UNIVERSITY AVENUE MADISON, WI 53726	39-0743975	501(C)(3)	20,375.	0.			SCHOLARSHIP SUPPORT
WISCONSIN HISTORICAL FOUNDATION, INC. - 816 STATE ST, PO BOX 260050 - MADISON, WI 53726-0050	39-0921093	501(C)(3)	112,573.	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)	32,678.	0.			GENERAL & PROGRAM RELATED SUPPORT
WISCONSIN RAPIDS FAMILY CENTER, INC. - 500 25TH ST N - WISCONSIN RAPIDS, WI 54494	39-1451595	501(C)(3)	19,384.	0.			GENERAL & PROGRAM RELATED SUPPORT

Schedule I (Form 990)

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	2	1,500.	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 3 RESIDENTS IN 2021, 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 28 RESIDENTS IN 2021. 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 170 SCHOLARSHIP AWARDS TO 110 RECIPIENTS

**SCHEDULE O
(Form 990)**

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

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

▶ Attach to Form 990 or Form 990-EZ.

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

OMB No. 1545-0047

2021

Open to Public
Inspection

Name of the organization

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:

I. INCOURAGE ALSO HAS SEVERAL FUNDS THAT BENEFIT THE COMMUNITY BY
DIRECTLY SUPPORTING ACTIVITIES SUCH AS AN ADULT DRUG TREATMENT COURT, A
VETERAN'S MEMORIAL, A COMMUNITY CHOIR, A CITY BANK, A GROTTTO, FREE ZOO
PROGRAMS, A HANDICAP ACCESSIBLE PLAYGROUND, VARIOUS COMMUNITY CAPITAL
CAMPAIGNS (I.E. A SHORT TRACK RACING MEMORIAL), ETC. THROUGH ITS "WHAT
IF" GRANTS, INCOURAGE HAS FUNDED COMMUNITY RESIDENT INITIATED
ACTIVITIES SUCH AS SUPPORTING: FIRE DEPARTMNET EMERGENCY SAFETY
EQUIPMENT, CULTURAL TRAINING FOR YMCA STAFF, CREATION OF A COMMUNITY

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

Schedule O (Form 990) 2021

132211 11-11-21

Name of the organization INCOURAGE COMMUNITY FOUNDATION, INC.	Employer identification number 39-1772651
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DOG PARK, A FREE COMMUNITY MUSIC FESTIVAL, CREATION OF A COMMUNITY ICE RINK, DESIGN FOR A CRANBERRY LEARNING PROJECT WEBSITE, MASTER GARDENER COMMUNITY PLANTINGS, A MUSKIE LOUNGE BUSINESS PITCH COMPETITION, FIXING FEISTY FELINES TO RESPONSIBLY REDUCE STRAY CAT POPULATIONS, BRINGING LIVE POETRY PERFORMANCES TO PUBLIC VENUES, AND WORKSHOPS FOR STUDENTS TO EXPLORE HISPANIC CULTURE THROUGH LANGUAGE AND ART. 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 COLLABORATIVE AT 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

Name of the organization INCOURAGE COMMUNITY FOUNDATION, INC.	Employer identification number 39-1772651
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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 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 HAS ENGAGED OVER 2,000 RESIDENTS IN THE PLANNING AND DECISION-MAKING PROCESS SO FAR. 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 USE 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, FURTHER DEFINING PROGRAMMING WITHIN THE FACILITY, AND DEVELOPING RESIDENT-LED

Name of the organization INCOURAGE COMMUNITY FOUNDATION, INC.	Employer identification number 39-1772651
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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 EXPANDED. 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. IN 2020 AND 2021, FURTHER COLLABORATIONS WITH KEY STAKEHOLDERS IN REGIONAL ECONOMIC TRANSFORMATION AND GROWTH WERE ACTIVELY PURSUED.

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, 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 ENGAGED RESIDENTS FROM 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. TO HELP DESIGN A PROCESS OF CUTTING-EDGE

Name of the organization INCOURAGE COMMUNITY FOUNDATION, INC.	Employer identification number 39-1772651
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CO-CREATION, INCOURAGE HAS COLLABORATED 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 FACILITATED A PROCESS THAT PLACED RESIDENTS IN THE DRIVER'S SEAT TO IDENTIFY A SET OF PRACTICES TO REALIZE OUR COMMUNITY'S VISION OF A SUSTAINABLE FUTURE. IN 2020 AND 2021 INCOURAGE JOINED THE CO-LEARNING TEAM ASSEMBLED BY JOANNA CEA AND JESS RIMINGTON AS THEY CONTINUED RESEARCHING AND WRITING "BELOVED ECONOMIES - TRANSFORMING HOW WE WORK", WHICH OFFERS A COMPELLING VISION OF A WORLD IN WHICH THE RELATIONSHIP BETWEEN WORK, THE ENVIRONMENT AND HUMAN FLOURISHING IS ONE OF HARMONY RATHER THAN FRICTION AND INEQUITY. THIS PAPERBACK, RELEASED IN AUGUST OF 2022, HAS BEEN CO-CREATIVELY SHAPPED BY MORE THAN 100 PEOPLE, INCLUDING SEVERAL INCOURAGE STAFF AND VOLUNTEERS, EACH WITH A COMMITMENT TO, AND STRONG PRACTICE OF, CHANGING HOW WE WORK TO EMBRACE POWER-SHARING WAYS THAT DEPART FROM BUSINESS AS USUAL. THE BOOK OFFERS SEVEN SPECIFIC PRACTICES AS A SPRINGBOARD FOR CHANGING HOW WE WORK AND SEVERAL EXAMPLES OF INCOURAGE'S WORK ARE INCLUDED IN SUPPORT OF SHOWING THAT IT'S NOT ONLY WHAT WE DO, BUT HOW WE DO IT THAT CAN BE POWERFUL LEVERS TO MOVE US INTO ECONOMIES THAT ALL OF US CAN LOVE. 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.

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

ALLIANCE, A MANUFACTURING PARTNERSHIP AND OTHER COLLABORATIONS BETWEEN

Name of the organization INCOURAGE COMMUNITY FOUNDATION, INC.	Employer identification number 39-1772651
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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 AND AGAIN IN 2017/2018, INCOURAGE SURVEYED APPROXIMATELY 4,000 RESIDENTS TO BETTER UNDERSTAND THEIR CURRENT HOPES AND CONCERNS AND HOW THEIR GOALS AND PERSPECTIVES HAVE CHANGED. THE MAIN PRIORITIES IDENTIFIED BY THE COMMUNITY IN 2017/2018 WERE SIMILAR TO 2012 AND INCLUDED: 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 HAVING A HIGHLY TRAINED AND COMPETITIVE WORKFORCE. IN 2018 THE 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, AND /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

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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, 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 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,

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SPEAKYOURPEACE.ORG, PROMOTING CIVIC ENGAGEMENT, ETC. THE SPEAK YOUR PEACE CIVILITY PROJECT, A CAMPAIGN TO URGE RESIDENTS TO COMMUNICATE IN RESPECTFUL WAYS, BEGAN SEEING AN INCREASE IN REQUESTS FOR GROUP TRAINING SESSIONS IN 2021.(SEE INCOURAGECF.ORG/LEAD/ADAPTIVE-LEADERSHIP & SPEAK-YOUR-PEACE, FOR MORE).

INCOURAGE IS COMMITTED TO LEARN, REFLECT, AND ACT ON WHAT IS 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 \$ 78,390. INCLUDING GRANTS OF \$ 0. REVENUE \$ 1,101.

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 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,

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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/MANAGING DIRECTOR 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/MANAGING DIRECTOR IS MOST COMPARABLE. THE CEO/MANAGING DIRECTOR 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.

FORM 990, PART XI, LINE 9, CHANGES IN NET ASSETS:

PREVIOUS YEARS GRANT EXPENSE CANCELLATIONS	12,287.
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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.

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FORM 990, PART I, LINE 5

INCOURAGE HAD 7 EMPLOYEES AT 12-31-21, ALL OF WHOM WERE PART-TIME.

BEGINNING 1-1-2020, ALL INCOURAGE EMPLOYEES ARE CO-EMPLOYED BY

INCOURAGE AND TANDEM HR (FORMERLY KNOWN AS QTI HUMAN RESOURCES, INC.) ,

A PROFESSIONAL EMPLOYER ORGANIZATION (PEO).

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 for instructions and the latest information.

OMB No. 1545-0047

2021

Open to Public Inspection

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

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, SUITE 200 WISCONSIN RAPIDS, WI 54494-4852	SUPPORTING ORGANIZATION	WISCONSIN	501(C)(3)	LINE 12B, II	INCOURAGE COMMUNITY FOUNDATION, INC.	X	

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.

1 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?

	Yes	No
a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity	X	
b Gift, grant, or capital contribution to related organization(s)	X	
c Gift, grant, or capital contribution from related organization(s)		X
d Loans or loan guarantees to or for related organization(s)	X	
e Loans or loan guarantees by related organization(s)		X
f Dividends from related organization(s)		X
g Sale of assets to related organization(s)		X
h Purchase of assets from related organization(s)		X
i Exchange of assets with related organization(s)		X
j Lease of facilities, equipment, or other assets to related organization(s)		X
k Lease of facilities, equipment, or other assets from related organization(s)	X	
l Performance of services or membership or fundraising solicitations for related organization(s)	X	
m Performance of services or membership or fundraising solicitations by related organization(s)		X
n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)	X	
o Sharing of paid employees with related organization(s)	X	
p Reimbursement paid to related organization(s) for expenses		X
q Reimbursement paid by related organization(s) for expenses	X	
r Other transfer of cash or property to related organization(s)		X
s Other transfer of cash or property from related organization(s)		X

2 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	42,115.	CURRENT YEAR ACCRUED INTEREST
(2) COMMUNITY PROPERTY, INC.	D	2,107,000.	FACE VALUE OF PROMISSORY NOTES
(3) COMMUNITY PROPERTY, INC.	D	223,500.	STATED AMOUNT OF LOAN GUARANTEE
(4) COMMUNITY PROPERTY, INC.	D	260,070.	TOTAL ACCRUED INTEREST PROM NOTES
(5) COMMUNITY PROPERTY, INC.	B	40,000.	GRANT AMOUNT PAID
(6)			

Part VII Supplemental Information

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

Multiple horizontal lines for supplemental information.

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

Department of the Treasury
Internal Revenue Service

▶ **File a separate application for each return.**
▶ **Go to 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.

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.

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

Enter the Return Code for the return that this application is for (file a separate application for each return) 0 | 1

Application Is For	Return Code	Application Is For	Return Code
Form 990 or Form 990-EZ	01	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
Form 990-T (corporation)	07		

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 15, 2022**, to file the exempt organization return for the organization named above. The extension is for the organization's return for:
▶ calendar year **2021** 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

3a If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits. See instructions.	3a	\$	0.
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.	3b	\$	0.
c Balance due. Subtract line 3b from line 3a. Include your payment with this form, if required, by using EFTPS (Electronic Federal Tax Payment System). See instructions.	3c	\$	0.

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