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

EXTENDED TO NOVEMBER 15, 2019 Return of Private Foundation

or Section 4947(a)(1) Trust Treated as Private Foundation

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

Do not enter social security numbers on this form as it may be made public
 Go to www.irs.gov/Form990PF for instructions and the latest information.

OMB No. 1545-0052

2018

Open to Public Inspection

For calendar year 2018 or tax year beginning , and ending Name of foundation A Employer identification number FLETCHER FAMILY FOUNDATION 56-2393836 Number and street (or P.O. box number if mail is not delivered to street address) **B** Telephone number PO BOX 1088 (952) 920-6700 City or town, state or province, country, and ZIP or foreign postal code C If exemption application is pending, check here 550<u>25</u> FOREST LAKE, MN G Check all that apply: Initial return Initial return of a former public charity **D** 1. Foreign organizations, check here Final return Amended return 2. Foreign organizations meeting the 85% test, check here and attach computation Address change Name change X Section 501(c)(3) exempt private foundation **H** Check type of organization: E If private foundation status was terminated Section 4947(a)(1) nonexempt charitable trust Other taxable private foundation under section 507(b)(1)(A), check here I Fair market value of all assets at end of year J Accounting method: Cash Accrual If the foundation is in a 60-month termination X Other (specify) MODIFIED CASH (from Part II, col. (c), line 16) under section 507(b)(1)(B), check here ...▶ 5,678,247. (Part I, column (d) must be on cash basis.) ▶\$ Part I Analysis of Revenue and Expenses (d) Disbursements for charitable purposes (a) Revenue and (b) Net investment (c) Adjusted net (The total of amounts in columns (b), (c), and (d) may not necessarily equal the amounts in column (a).) expenses per books income income (cash basis only) 344,275. Contributions, gifts, grants, etc., received 2 Check if the foundation is not required to attach Sch. B Interest on savings and temporary cash investments 113,508. 113,508. 113,508. STATEMENT 4 Dividends and interest from securities 159,896. 159,896. 159,896. STATEMENT **5a** Gross rents STATEMENT **b** Net rental income or (loss) 199,239 6a Net gain or (loss) from sale of assets not on line 10 b Gross sales price for all assets on line 6a 1,641,864. 199,239. 7 Capital gain net income (from Part IV, line 2) N/A Net short-term capital gain Income modifications Gross sales less returns 10a and allowances b Less: Cost of goods sold c Gross profit or (loss) 11 Other income 816,918. 472,643. 273.404 Total. Add lines 1 through 11 0. 13 Compensation of officers, directors, trustees, etc. 14 Other employee salaries and wages 15 Pension plans, employee benefits 16a Legal fees Administrative Expenses b Accounting fees STMT 4 0. 1,375. 1,375. 0. c Other professional fees STMT 5 31,291. 31,291. 0. 0. 17 Interest Taxes STMT 6 $13,8\overline{60}$ $13,8\overline{60}$. 0. 0. 18 26,323. 26,323. Depreciation and depletion 0 19 20 Occupancy 21 Travel, conferences, and meetings 22 Printing and publications 23 Other expenses STMT 7 70,690. 70,690. 0. 0. 24 Total operating and administrative 143,539. 143,539. 0. expenses. Add lines 13 through 23 254,600. 254,600. 25 Contributions, gifts, grants paid 26 Total expenses and disbursements. 398,139 143,539 0 254,600. Add lines 24 and 25 27 Subtract line 26 from line 12: 418,779. **a** Excess of revenue over expenses and disbursements $\overline{329,104}$ **b Net investment income** (if negative, enter -0-) 273,404 c Adjusted net income (if negative, enter -0-)

23501 12-11-18 LHA For Paperwork Reduction Act Notice, see instructions.

Part	Balance Sheets Attached schedules and amounts in the description	Beginning of year	End of	<u> </u>
rait	column should be for end-of-year amounts only.	(a) Book Value	(b) Book Value	(c) Fair Market Value
1	Cash - non-interest-bearing	20,543.	30,237.	30,237.
2	Savings and temporary cash investments	270,352.	344,130.	344,130.
3	Accounts receivable			
	Less: allowance for doubtful accounts			
4	Pledges receivable			
	Less: allowance for doubtful accounts			
5	Grants receivable			
6	Receivables due from officers, directors, trustees, and other			
"	, , ,			
	disqualified persons			
7				
	Less: allowance for doubtful accounts			
Assets 6 8	Inventories for sale or use			
9	Prepaid expenses and deferred charges			
1.0	Investments - U.S. and state government obligations	1 250 151	1 560 050	0 155 150
	n Investments - corporate stock STMT 8	1,359,154.	1,569,273.	2,157,179. 1,341,014.
- 1 (: Investments - corporate bonds STMT 9	1,161,112.	1,378,920.	1,341,014.
11	Investments - land, buildings, and equipment: basis Less: accumulated depreciation STMT 10 293,794.			
	Less: accumulated depreciation STMT 10► 293,794.	1,093,043.	1,066,719.	1,020,000.
12	Investments - mortgage loans			
13	Investments - other STMT 11	1,000,034.	766,897.	785,687.
14	Land, buildings, and equipment; basis			
	Less: accumulated depreciation			
15	Other assets (describe ► ACCOUNTS RECEIVABLE)	13,255.	0.	0.
16				
	instructions. Also, see page 1, item I)	4,917,493.	5,156,176.	5,678,247.
17	Accounts payable and accrued expenses	,	,	,
18	Grants payable			
10	Deferred revenue			
.e 20	Loans from officers, directors, trustees, and other disqualified persons			
를 21	Mortgages and other notes payable			
Liabilities 52 25 61 61				
22	Other Habilities (describe			
22	Total liabilities (add lines 17 through 22)	0.	0.	
20	Foundations that follow SFAS 117, check here		•	
	and complete lines 24 through 26, and lines 30 and 31.			
တ္က ၀.4	Homestoteted	4,917,493.	5,156,176.	
2 24		4,911,493.	3,130,1700	
25 ga	Temporarily restricted			
B 26	Permanently restricted			
Ĕ	Foundations that do not follow SFAS 117, check here			
Ӹ	and complete lines 27 through 31.			
27 St 27	Capital stock, trust principal, or current funds			
Assets or Fund Balance	Paid-in or capital surplus, or land, bldg., and equipment fund			
29 <u>ځ</u>	Retained earnings, accumulated income, endowment, or other funds	4 04 5 400	5 456 456	
₹ 30	Total net assets or fund balances	4,917,493.	5,156,176.	
		4 04 5 400	- 4-6 4-6	
31	Total liabilities and net assets/fund balances	4,917,493.	5,156,176.	
Part	III Analysis of Changes in Net Assets or Fund Ba	lances		
, -:	Last control of food belongs at 1 to 1 to 1 to 2 to 1 to 1 to 2 to 1 to 1	20		
	Il net assets or fund balances at beginning of year - Part II, column (a), line 3			A 017 402
	st agree with end-of-year figure reported on prior year's return)			4,917,493.
	er amount from Part I, line 27a		2	418,779.
	er increases not included in line 2 (itemize)			0.
	lines 1, 2, and 3	amoar		5,336,272.
	reases not included in line 2 (itemize) BUILT IN GAIN C			180,096.
3 Tota	ıl net assets or fund balances at end of year (line 4 minus line 5) - Part II, co	lumn (b), line 30	6	5,156,176.
				Form 990-PF (2018)

P	(a) List and describe	the kind(s) of prope	rty sold (for exa	mple, real esta		(b) Ho	w acquired Purchase Donation	(c) Date	acquired	(d) Date sold
_		arehouse; or commo			•	D - I		(mo., d		(mo., day, yr.)
	CHARLES SCHWAB CHARLES SCHWAB			TTACHED TTACHED			P P	06/0		08/31/18
	CHARLES SCHWAD	2222 LI	- SEE A	TIACHEL	,		P	00/0	1/15	12/21/10
<u>c</u> d										
_u e										
	(e) Gross sales price	(f) Depreciation (or allow			st or other basis expense of sale				ain or (loss s (f) minus	
a	322,824.				360,68	8.				-37,864.
b	1,319,040.				1,081,93					237,103.
С										
d										
е										
	Complete only for assets showing	ng gain in column (h) and owned by	the foundation	on 12/31/69.				ol. (h) gair	
	(i) FMV as of 12/31/69	(j) Adjuste			cess of col. (i)		CO	l. (k), but r Losses	not less tha (from col.	ın -0-) or (h))
	(1) 1 WV 45 01 12/5 1/05	as of 12/	31/69	over	col. (j), if any				(110111 001.	. ,,
<u>a</u>										-37,864.
<u>b</u>						_				237,103.
C										
<u>d</u>										
<u>e</u>										
_		<u> </u>	lf gain, also ente lf (loss), enter -C	r in Part I, line	7] [100 020
2	Capital gain net income or (net ca	apital loss) 🚶 [lf (loss), enter -0)- in Part I, line	7	J -	2			199,239.
	Net short-term capital gain or (lo	,	tions 1222(5) ar	nd (6):		٦				
	If gain, also enter in Part I, line 8,	` '								27 061
	If (loss), enter -0- in Part I, line 8 art V	nder Section	4940(a) for	Reduced	Tay on Net	Inves	ment Inc	ome		-37,864.
Was	ection 4940(d)(2) applies, leave t s the foundation liable for the sec 'es," the foundation doesn't qualit	tion 4942 tax on the				riod?				Yes X No
1	Enter the appropriate amount in	each column for eac	h year; see the ii	nstructions bef	ore making any ei	ntries.				
((a) Base period years Calendar year (or tax year beginni	ng in) Adjust	(b) ed qualifying dis		Net value of no	(c) oncharita	ble-use assets	;	Distri (col. (b) di	(d) bution ratio vided by col. (c))
_	2017			6,000.			329,569			.042405
	2016			3,100.			584,193			.048667
	2015			7,700.			520,635			.045945
	2014			7,600.			410,831			.047066
	2013		20	5,700.		4,	218,343			.048763
										020046
2	Total of line 1, column (d)							2		.232846
	Average distribution ratio for the					-				046560
	the foundation has been in existe	nce if less than 5 yea	ars					. 3		.046569
	Fotouth and only of a such solution		40 for an Dood V	Co. F						5 060 000
4	Enter the net value of noncharitat	Die-use assets for 20	18 from Part X,	line 5				. 4		5,969,982.
_	Multiply line 4 by line 9							-		278,016.
อ	Multiply line 4 by line 3							5		270,010.
6	Enter 1% of net investment incon	no (10/ of Dart I line	. 27h)					6		3,291.
0	EIILEE 176 OF HEL HIVESUHEHL HICOH	ne (1% 01 Part I, ilile	270)					. 0		5,251.
7	Add lines 5 and 6							7		281,307.
'								'-		201,507
	Enter qualifying distributions fror							. 8		254,600.
	If line 8 is equal to or greater than See the Part VI instructions.	n line 7, check the bo	ox in Part VI, line	e 1b, and comp	lete that part usin	ng a 1% 1	tax rate.			

Pa	rt VI Excise Tax Based on Investment Income (Section 4940(a), 4940(b), 4940(e), or 4948 - sec	e instr	uct	ions	s)
1a	Exempt operating foundations described in section 4940(d)(2), check here and enter "N/A" on line 1.				
	Date of ruling or determination letter: (attach copy of letter if necessary-see instructions)				
b	Domestic foundations that meet the section 4940(e) requirements in Part V, check here and enter 1%		6	, 58	32.
	of Part I, line 27b				
C	All other domestic foundations enter 2% of line 27b. Exempt foreign organizations, enter 4% of Part I, line 12, col. (b).				
2	Tax under section 511 (domestic section 4947(a)(1) trusts and taxable foundations only; others, enter -0-)				0.
3	Add lines 1 and 2		6	, 58	32.
4	Subtitle A (income) tax (domestic section 4947(a)(1) trusts and taxable foundations only; others, enter -0-)				0.
5	Tax based on investment income. Subtract line 4 from line 3. If zero or less, enter -0-		6	, 58	32.
6	Credits/Payments:				
а	2018 estimated tax payments and 2017 overpayment credited to 2018				
b	Exempt foreign organizations - tax withheld at source 6b 0.				
	Tax paid with application for extension of time to file (Form 8868) 6c 0.				
d	Backup withholding erroneously withheld 6d 0.				
7	Total credits and payments. Add lines 6a through 6d				0.
8	Enter any penalty for underpayment of estimated tax. Check here if Form 2220 is attached 8				70.
9	Tax due. If the total of lines 5 and 8 is more than line 7, enter amount owed		6	, 85	52.
10	Overpayment. If line 7 is more than the total of lines 5 and 8, enter the amount overpaid 10				
	Enter the amount of line 10 to be: Credited to 2019 estimated tax ▶ Refunded ▶ 11				
Pa	rt VII-A Statements Regarding Activities				
1a	During the tax year, did the foundation attempt to influence any national, state, or local legislation or did it participate or intervene in			Yes	
	any political campaign?	1	a		<u>X</u>
b	Did it spend more than \$100 during the year (either directly or indirectly) for political purposes? See the instructions for the definition	1	b		X
	If the answer is "Yes" to 1a or 1b, attach a detailed description of the activities and copies of any materials published or				
	distributed by the foundation in connection with the activities.				
C	Did the foundation file Form 1120-POL for this year?	1	С		<u> </u>
d	Enter the amount (if any) of tax on political expenditures (section 4955) imposed during the year:				
	(1) On the foundation. \blacktriangleright \$ (2) On foundation managers. \blacktriangleright \$				
е	Enter the reimbursement (if any) paid by the foundation during the year for political expenditure tax imposed on foundation				
	managers. ► \$0 .				
2	Has the foundation engaged in any activities that have not previously been reported to the IRS?	🚅	2		<u>X</u>
	If "Yes," attach a detailed description of the activities.				
3	Has the foundation made any changes, not previously reported to the IRS, in its governing instrument, articles of incorporation, or				
	bylaws, or other similar instruments? If "Yes," attach a conformed copy of the changes		3		<u>X</u>
	Did the foundation have unrelated business gross income of \$1,000 or more during the year?		a		X
_	If "Yes," has it filed a tax return on Form 990-T for this year?		b	\dashv	37
5	Was there a liquidation, termination, dissolution, or substantial contraction during the year?		5		X
	If "Yes," attach the statement required by General Instruction T.				
6	Are the requirements of section 508(e) (relating to sections 4941 through 4945) satisfied either:				
	By language in the governing instrument, or				
	By state legislation that effectively amends the governing instrument so that no mandatory directions that conflict with the state law		_	37	
_	remain in the governing instrument?			X	
7	Did the foundation have at least \$5,000 in assets at any time during the year? If "Yes," complete Part II, col. (c), and Part XV		7	Х	
_	5. H				
8a	Enter the states to which the foundation reports or with which it is registered. See instructions.	-			
	MN (the converse is 10% at the foundation foundation for inches the converse COO DE to the Attended Converse (conduction to the converse COO DE to the Attended Converse (conduction to the converse COO DE to the Attended COO DE t	- [
b	If the answer is "Yes" to line 7, has the foundation furnished a copy of Form 990-PF to the Attorney General (or designate)			Ţ	
_	of each state as required by General Instruction G? If "No," attach explanation	8	D	Х	
9	Is the foundation claiming status as a private operating foundation within the meaning of section 4942(j)(3) or 4942(j)(5) for calendar		+		
	year 2018 or the tax year beginning in 2018? See the instructions for Part XIV. If "Yes," complete Part XIV		9	_	X
10	Did any persons become substantial contributors during the tax year? If "Yes," attach a schedule listing their names and addresses	1	U		Λ

Pa	art VII-A Statements Regarding Activities (continued)			
			Yes	No
11	At any time during the year, did the foundation, directly or indirectly, own a controlled entity within the meaning of			
	section 512(b)(13)? If "Yes," attach schedule. See instructions	11		Х
12	Did the foundation make a distribution to a donor advised fund over which the foundation or a disqualified person had advisory privileges?			
	If "Yes," attach statement. See instructions	12		Х
13	Did the foundation comply with the public inspection requirements for its annual returns and exemption application?	13	Х	
	Website address ► FLETCHERFAMILYFOUNDATION.ORG			
14	The books are in care of ▶ JOHN FLETCHER Telephone no. ▶ (612)	578	-29:	30
	Located at ▶PO BOX 1088, FOREST LAKE, MN ZIP+4 ▶55	<u> 5025</u>		
15	Section 4947(a)(1) nonexempt charitable trusts filing Form 990-PF in lieu of Form 1041 - check here		▶	
	and enter the amount of tax-exempt interest received or accrued during the year 15		<u>/A</u>	0.
16	At any time during calendar year 2018, did the foundation have an interest in or a signature or other authority over a bank,		Yes	No
	securities, or other financial account in a foreign country?	16		X
	See the instructions for exceptions and filing requirements for FinCEN Form 114. If "Yes," enter the name of the			
	foreign country			
Pá	art VII-B Statements Regarding Activities for Which Form 4720 May Be Required			
	File Form 4720 if any item is checked in the "Yes" column, unless an exception applies.		Yes	No
18	During the year, did the foundation (either directly or indirectly):			
	(1) Engage in the sale or exchange, or leasing of property with a disqualified person? Yes X No			
	(2) Borrow money from, lend money to, or otherwise extend credit to (or accept it from)			
	a disqualified person? Yes X No			
	(3) Furnish goods, services, or facilities to (or accept them from) a disqualified person? Yes X No			
	(4) Pay compensation to, or pay or reimburse the expenses of, a disqualified person? Yes X No			
	(5) Transfer any income or assets to a disqualified person (or make any of either available			
	for the benefit or use of a disqualified person)? $igsquare$ Yes $f X$ No			
	(6) Agree to pay money or property to a government official? (Exception. Check "No"			
	if the foundation agreed to make a grant to or to employ the official for a period after			
	termination of government service, if terminating within 90 days.)			
I	o If any answer is "Yes" to 1a(1)-(6), did any of the acts fail to qualify under the exceptions described in Regulations			
	section 53.4941(d)-3 or in a current notice regarding disaster assistance? See instructions N/A	1b		
	Organizations relying on a current notice regarding disaster assistance, check here			
(Did the foundation engage in a prior year in any of the acts described in 1a, other than excepted acts, that were not corrected			
	before the first day of the tax year beginning in 2018?	1c		X
2	Taxes on failure to distribute income (section 4942) (does not apply for years the foundation was a private operating foundation			
	defined in section 4942(j)(3) or 4942(j)(5)):			
	At the end of tax year 2018, did the foundation have any undistributed income (lines 6d and 6e, Part XIII) for tax year(s) beginning			
	before 2018? Yes X No			
	If "Yes," list the years \blacktriangleright ,,,,			
	Are there any years listed in 2a for which the foundation is not applying the provisions of section 4942(a)(2) (relating to incorrect			
	valuation of assets) to the year's undistributed income? (If applying section 4942(a)(2) to all years listed, answer "No" and attach			
	statement - see instructions.) N/A	2b		
(If the provisions of section 4942(a)(2) are being applied to any of the years listed in 2a, list the years here.			
3	a Did the foundation hold more than a 2% direct or indirect interest in any business enterprise at any time			
	during the year? Yes X No			
	b If "Yes," did it have excess business holdings in 2018 as a result of (1) any purchase by the foundation or disqualified persons after			
	May 26, 1969; (2) the lapse of the 5-year period (or longer period approved by the Commissioner under section 4943(c)(7)) to dispose			
	of holdings acquired by gift or bequest; or (3) the lapse of the 10-, 15-, or 20-year first phase holding period? (Use Schedule C,	26		
4	Form 4720, to determine if the foundation had excess business holdings in 2018.) N/A Did the foundation invest during the year any amount in a manner that would jeopardize its charitable purposes?	3b 4a	$\vdash \vdash \vdash$	Х
	b Did the foundation mixest during the year any amount in a manner that would jeopardize its charitable purposes? Did the foundation make any investment in a prior year (but after December 31, 1969) that could jeopardize its charitable purpose that	48		-22
	had not been removed from jeopardy before the first day of the tax year beginning in 2018?	4b		Х
		עד ו		

Pa	rt V	/II-B	Statements Regarding Activities for Which Form 4	4720 May Be Re	equired _{(continu}	ıed)			
5a	Dur	ing the	year, did the foundation pay or incur any amount to:		•			Yes	No
	(1)	Carry o	on propaganda, or otherwise attempt to influence legislation (section 4945(e	e))?	🔲 Ye	s X No			
	(2)	Influen	nce the outcome of any specific public election (see section 4955); or to carr	ry on, directly or indirec	• .				
			ter registration drive?			s X No			
	(3)	Provid	le a grant to an individual for travel, study, or other similar purposes? $$		Ye	s X No			
	(4)		le a grant to an organization other than a charitable, etc., organization descril						
		4945(0	d)(4)(A)? See instructions		Ye	s X No			
	(5)		le for any purpose other than religious, charitable, scientific, literary, or educ						
			evention of cruelty to children or animals?			s X No			
b		-	ver is "Yes" to 5a(1)-(5), did any of the transactions fail to qualify under the ϵ	•	-				
			4945 or in a current notice regarding disaster assistance? See instructions				5b		X
			ons relying on a current notice regarding disaster assistance, check here			▶□			
C			er is "Yes" to question 5a(4), does the foundation claim exemption from the						
			e responsibility for the grant?	N	/ A Ye	s 💹 No			
•		,	ach the statement required by Regulations section 53.4945-5(d).						
ба			indation, during the year, receive any funds, directly or indirectly, to pay pren		□ v .	. 🔻			
_			benefit contract?				Ch		X
D			ndation, during the year, pay premiums, directly or indirectly, on a personal	benefit contract?			6b		
7.			Sb, file Form 8870.	ranaatian0	□ v _a	. V Na			
/a	Al a	illy lillie /oo " did	e during the tax year, was the foundation a party to a prohibited tax shelter tr I the foundation receive any proceeds or have any net income attributable to	the transaction?	L Ye	S A NO L	7b		
			dation subject to the section 4960 tax on payment(s) of more than \$1,000.00				70		
0			uation subject to the section 4960 tax on payment(s) of more than \$1,000,00 achute payment(s) during the year?	oo iii remunerahon or	□ v ₀	s X No			
Pa	rt V		Information About Officers, Directors, Trustees, F	oundation Man	agers Highly	5 <u>21</u> NU			
			Paid Employees, and Contractors		age.e,g,				
1 L	ist a	all offic	cers, directors, trustees, and foundation managers and their co	mpensation.					
			_ (b)	Title, and average	(c) Compensation	(d) Contributions to employee benefit plans and deferred		(e) Exp	ense
			(a) Name and address	Title, and average s per week devoted to position	(If not paid, enter -0-)	and deferred compensation	a	ccount, allowar	
				·	,	·			
SE	Ε	STA	TEMENT 12		0.	0.			0.
2 C	om	pensa	tion of five highest-paid employees (other than those included o		nter "NONE."	(d) Contributions to	Τ.	- 1 Fv-	0000
		(a) Nan	me and address of each employee paid more than \$50.000	Title, and average hours per week evoted to position	(c) Compensation	employee benefit plans and deferred compensation	l ad	(e) Expectount, allowar	other
		NC	ONE						
							_		
							_		
							1		
Γota	ı l nu	mber of	f other employees paid over \$50,000			>			0

Part VIII Information About Officers, Directors, Trustees, Foundation Mana Paid Employees, and Contractors (continued)	igers, Highly	
3 Five highest-paid independent contractors for professional services. If none, enter "NONE."		
(a) Name and address of each person paid more than \$50,000	(b) Type of service	(c) Compensation
NONE		
Total number of others receiving over \$50,000 for professional services		▶ 0
Part IX-A Summary of Direct Charitable Activities		
List the foundation's four largest direct charitable activities during the tax year. Include relevant statistical information	on such as the	Expenses
number of organizations and other beneficiaries served, conferences convened, research papers produced, etc.		
1 N/A		
2		
3		
4		
Part IV-R Cummers of Program Poleted Investments		
Part IX-B Summary of Program-Related Investments Describe the two largest program-related investments made by the foundation during the tax year on lines 1 and 2.		Amount
		Amount
1 N/A		
2		
All other pregram related investments. Cas instructions		
All other program-related investments. See instructions.		
3		
Total, Add lines 1 through 3	•	0.

FLETCHER FAMILY FOUNDATION

P	art X Minimum Investment Return (All domestic foundations must complete this part. Foreign foundations	dations,	see instructions.)
1	Fair market value of assets not used (or held for use) directly in carrying out charitable, etc., purposes:		
-	Average monthly fair market value of securities	1a	4,667,577.
	Average of monthly cash balances	1b	4,667,577.
	Fair market value of all other assets	1c	1,020,000.
	Total (add lines 1a, b, and c)	1d	6,060,895.
е	Reduction claimed for blockage or other factors reported on lines 1a and		, ,
•	1c (attach detailed explanation) 1e 0 •		
2	Acquisition indebtedness applicable to line 1 assets	2	0.
3	Subtract line 2 from line 1d	3	6,060,895.
4	Cash deemed held for charitable activities. Enter 1 1/2% of line 3 (for greater amount, see instructions)	4	90,913.
5	Net value of noncharitable-use assets. Subtract line 4 from line 3. Enter here and on Part V, line 4	5	5,969,982.
6	Minimum investment return. Enter 5% of line 5	6	298,499.
P	art XI Distributable Amount (see instructions) (Section 4942(j)(3) and (j)(5) private operating foundations an	d certain	
_	foreign organizations, check here and do not complete this part.)		
1	Minimum investment return from Part X, line 6	1	298,499.
2a	Tax on investment income for 2018 from Part VI, line 5 2a 6,582.		
b	Income tax for 2018. (This does not include the tax from Part VI.)		5 5 0 0
C	Add lines 2a and 2b	2c	6,582.
3	Distributable amount before adjustments. Subtract line 2c from line 1	3	291,917.
4	Recoveries of amounts treated as qualifying distributions	4	0.
5	Add lines 3 and 4	5	291,917.
6	Deduction from distributable amount (see instructions)	6	0.
7	Distributable amount as adjusted. Subtract line 6 from line 5. Enter here and on Part XIII, line 1	7	291,917.
P	art XII Qualifying Distributions (see instructions)		
1	Amounts paid (including administrative expenses) to accomplish charitable, etc., purposes:		
а	Expenses, contributions, gifts, etc total from Part I, column (d), line 26	1a	254,600.
	Program-related investments - total from Part IX-B	1b	0.
2	Amounts paid to acquire assets used (or held for use) directly in carrying out charitable, etc., purposes	2	
3	Amounts set aside for specific charitable projects that satisfy the:		
а	Suitability test (prior IRS approval required)	3a	
b	Cash distribution test (attach the required schedule)	3b	
4	Qualifying distributions. Add lines 1a through 3b. Enter here and on Part V, line 8; and Part XIII, line 4	4	254,600.
5	Foundations that qualify under section 4940(e) for the reduced rate of tax on net investment		
	income. Enter 1% of Part I, line 27b	5	0.
6	Adjusted qualifying distributions. Subtract line 5 from line 4	6	254,600.
	Note: The amount on line 6 will be used in Part V, column (b), in subsequent years when calculating whether the foundation q 4940(e) reduction of tax in those years.	ualifies for	the section

Part XIII Undistributed Income (see instructions)

	(a) Corpus	(b) Years prior to 2017	(c) 2017	(d) 2018
1 Distributable amount for 2018 from Part XI,	Сограб	rodro prior to 2017	2011	
line 7				291,917.
2 Undistributed income, if any, as of the end of 2018:				
a Enter amount for 2017 only			254,474.	
b Total for prior years:		0.		
Excess distributions carryover, if any, to 2018:		•		
a From 2013				
1.5 0044				
15 0040				
5 00.47				
e From 2017	0.			
4 Qualifying distributions for 2018 from				
Part XII, line 4: ► \$ 254,600.				
a Applied to 2017, but not more than line 2a			254,474.	
b Applied to undistributed income of prior			231,171	
years (Election required - see instructions)		0.		
c Treated as distributions out of corpus		•		
(Election required - see instructions)	0.			
d Applied to 2018 distributable amount	, .			126.
e Remaining amount distributed out of corpus	0.			1201
5 Excess distributions carryover applied to 2018	0.			0.
(If an amount appears in column (d), the same amount must be shown in column (a).)				9.1
6 Enter the net total of each column as indicated below:				
a Corpus. Add lines 3f, 4c, and 4e. Subtract line 5	0.			
b Prior years' undistributed income. Subtract				
line 4b from line 2b		0.		
c Enter the amount of prior years' undistributed income for which a notice of deficiency has been issued, or on which the section 4942(a) tax has been previously assessed		0.		
d Subtract line 6c from line 6b. Taxable				
amount - see instructions		0.		
e Undistributed income for 2017. Subtract line				
4a from line 2a. Taxable amount - see instr			0.	
f Undistributed income for 2018. Subtract				
lines 4d and 5 from line 1. This amount must				
be distributed in 2019				291,791.
7 Amounts treated as distributions out of				
corpus to satisfy requirements imposed by				
section 170(b)(1)(F) or 4942(g)(3) (Election	_			
may be required - see instructions)	0.			
8 Excess distributions carryover from 2013				
not applied on line 5 or line 7	0.			
9 Excess distributions carryover to 2019.	•			
Subtract lines 7 and 8 from line 6a	0.			
10 Analysis of line 9:				
a Excess from 2014				
b Excess from 2015				
c Excess from 2016				
d Excess from 2017				
e Excess from 2018				

823581 12-11-18

Pa	art XIV	Private Operating Fo	oundations (see ins	structions and Part VII-	A, question 9)	N/A	
1 a	If the fou	ındation has received a ruling or	determination letter that	it is a private operating			
	foundation	on, and the ruling is effective for	2018, enter the date of the	ne ruling	>		
t	Check bo	ox to indicate whether the found	ation is a private operatin	g foundation described in	section	4942(j)(3) or 49	42(j)(5)
2 a	Enter the	e lesser of the adjusted net	Tax year		Prior 3 years		
	income f	rom Part I or the minimum	(a) 2018	(b) 2017	(c) 2016	(d) 2015	(e) Total
	investme	ent return from Part X for					
	each yea	r listed					
b		ine 2a					
		g distributions from Part XII,					
	line 4 for	each year listed					
c		s included in line 2c not					
		ectly for active conduct of					
		activities					
6		g distributions made directly					
	•	e conduct of exempt activities.					
		line 2d from line 2c					
3	Complet	e 3a, b, or c for the					
_		/e test relied upon:					
ä		alternative test - enter: ue of all assets					
		ue of assets qualifying er section 4942(j)(3)(B)(i)					
b		nent" alternative test - enter					
	2/3 of m	inimum investment return					
		n Part X, line 6 for each year					
		" alternative test - enter:					
٠		all support other than gross					
	` '	stment income (interest,					
	divi	dends, rents, payments on					
		urities loans (section (a)(5)), or royalties)					
		port from general public					
	(2) Sup	5 or more exempt					
		anizations as provided in					
		ion 4942(j)(3)(B)(iii)					
	. ,	gest amount of support from					
		exempt organization					
D:	(4) Gros	ss investment income	mation (Complet	e this part only if	the foundation b	l nad \$5 000 or mor	o in assets
•	41 C / V	at any time during th			the roundation i	144 4 0,000 01 11101	c iii doocto
1	Informa	ation Regarding Foundation		,			
		managers of the foundation who	-	han 20/ of the total centri	butions received by the f	foundation before the close	o of any tay
•		t only if they have contributed m			bullons received by the i	outluation before the close	t of any lax
RΩ	- ,	FLETCHER	, ,	,,,,,			
		managers of the foundation who	own 10% or more of the	stock of a cornoration (c	or an equally large portion	n of the ownershin of a na	rtnershin or
•		tity) of which the foundation has			or air equally large portion	ir or the ownership or a pa	Tuloramp of
NO	NE						
2		ation Regarding Contribution	on, Grant, Gift, Loan,	Scholarship, etc., Pro	ograms:		
_		ere X if the foundation of			_	ot accept unsolicited reque	ests for funds. If
		dation makes gifts, grants, etc.,					
a	The nam	e, address, and telephone numb	er or email address of the	e person to whom applica	itions should be address	ed.	
٠		-, rumb			55 55 5 4 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6		
t	The form	n in which applications should be	submitted and informati	on and materials they sh	ould include:		
C	Any sub	mission deadlines;					
C	Any rest	rictions or limitations on awards	, such as by geographica	I areas, charitable fields, l	kinds of institutions, or o	ther factors:	

Form 990-PF (2018) FLETCHER FAM	LY FOUNDATION		56-239	3836 Page 11
Part XV Supplementary Information				Г
3 Grants and Contributions Paid During the Yo		Payment		
Recipient Name and address (home or business)	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution	Amount
a Paid during the year	or substantial contributor	Todiplont		
• Paid during the year				
AOPA AIR SAFETY FOUNDATION	N/A	PC	GENERAL PURPOSES	
421 AVIATION WAY				
FREDERICK, MD 21701				1,000.
BATES COLLEGE 2 ANDRES ROAD	N/A	PC	GENERAL PURPOSE	
LEWISTON, ME 04240				1,500.
BEVERLY ARTS CENTER 2407 W 11TH ST	N/A	PC	GENERAL PURPOSE	
CHICAGO, IL 60655				10,000.
CAMP OUT FOR KIDS 2234 W. NORTH AVE	N/A	PC	GENERAL PURPOSE	
CHICAGO, IL 60647				2,000.
CARDIOVASCULAR INSTITUTE 2150 PENNSYLVANIA AVE NW WASHINGTON, DC 20037	N/A	PC	GENERAL PURPOSES	15,000.
	TINUATION SHEE	T(S)	▶ 3a	254,600.
b Approved for future payment				,
NONE				
Total			▶ 3b	0.
			F	orm 990-PF (2018)

Part XVI-A Analysis of Income-Producing Activities

Enter gross amounts unless otherwise indicated.	Unrelated business income			ded by section 512, 513, or 514	(e)		
•	(a) Business	(b) Amount	(C) Exclu- sion	(d) Amount	Related or exempt function income		
1 Program service revenue:	code	Amount	code	Ainount	Tunction income		
a			+				
b			+				
·			+				
<u> </u>			+				
e			+				
T			+				
g Fees and contracts from government agencies							
2 Membership dues and assessments							
3 Interest on savings and temporary cash							
investments 4 Dividends and interest from securities			14	113,508.			
5 Net rental income or (loss) from real estate:			1.3	113,300.			
a Debt-financed property							
b Not debt-financed property			16	62,883.			
6 Net rental income or (loss) from personal			+ + •	02,003.			
· · · · · · · · · · · · · · · · · · ·							
property 7 Other investment income							
8 Gain or (loss) from sales of assets other							
` '			18	199,239.			
than inventory			+ - 0	133 / 233 (
10 Gross profit or (loss) from sales of inventory							
11 Other revenue:							
_							
a b							
c							
d							
e							
12 Subtotal. Add columns (b), (d), and (e)		0		375,630.	0.		
13 Total. Add line 12, columns (b), (d), and (e)		-			375,630.		
(See worksheet in line 13 instructions to verify calculations.)					•		

Part XVI-B Relationship of Activities to the Accomplishment of Exempt Purposes

Line No. ▼	Explain below how each activity for which income is reported in column (e) of Part XVI-A contributed importantly to the accomplishment of the foundation's exempt purposes (other than by providing funds for such purposes).

FLETCHER FAMILY FOUNDATION Information Regarding Transfers to and Transactions and Relationships With Noncharitable Part XVII **Exempt Organizations**

1	Did the or	ganization directly or indir	ectly engage in any o	of the followin	g with any other organization	on described in sec	tion 501(c)		Yes	No
	(other tha	n section 501(c)(3) organ	izations) or in section	n 527, relating	to political organizations?					
a	Transfers	from the reporting founda	ation to a noncharitab	le exempt org	ganization of:					
	(1) Cash							1a(1)		_X_
	(2) Othe	assets						1a(2)		_X_
b	Other tran									
	(1) Sales	of assets to a noncharital	ole exempt organizati	ion				1b(1)		_X_
								1b(2)		_X_
								1b(3)		X
	(4) Reim	bursement arrangements						1b(4)		X
	(5) Loan	s or loan guarantees						1b(5)		<u>X</u>
					ns			1b(6)		<u> </u>
					ployees			1c		_X_
d		-		-	• •	-	market value of the goods, ot		ets,	
					ed less than fair market valu	ie in any transaction	n or sharing arrangement, sho	ow in		
(a) :		t) the value of the goods, (a avampt organization	(4) 5				
(a)	ine no.	(b) Amount involved	(c) Name of		e exempt organization	(u) Description	on of transfers, transactions, and sh	aring arra	angemen	its
				N/A						
2a	Is the fou	ndation directly or indirect	lv affiliated with, or r	elated to, one	or more tax-exempt organi	zations described				
		•	•					☐ Yes	X	No
b		omplete the following sche		•••						
	•	(a) Name of org			(b) Type of organization		(c) Description of relationsh	ip		
		N/A								
	ما امسما				accompanying schedules and st taxpayer) is based on all informa		■ Mav	the IRS o	discuss t	nis
Si	gn 🔪		prote. Decidiation of prop	our or tour unan	I		show	n with the	e prepare ? See ins	er str.
Her						CHAIR	MAN X	Yes		No
	Sig	nature of officer or trustee			Date	Title	_			
		Print/Type preparer's na	me	Preparer's si	ignature	Date	Check if PTIN			
D-	امند						self- employed		·	
	aid	CORY KINER						487		
	eparer						Firm's EIN ► 41 -19	906	80	
US	se Only	Firm's address ► 5001 AMERICAN BLVD. W, SUITE 699								
					-	699	050 54		1 - 2	
		l BL	OOMINGTON	, MN 5	D43/		Phone no. 952-54			(2018)
							For	m 331	<i>,</i>	しつい 1名き

823622 12-11-18

Part XV | Supplementary Information

Part XV Supplementary Information				
3 Grants and Contributions Paid During the		_		
Recipient	If recipient is an individual, show any relationship to any foundation manager	Foundation status of	Purpose of grant or contribution	Amount
Name and address (home or business)	or substantial contributor	recipient		
CASA OF COOK COUNTY	N/A	PC	GENERAL PURPOSES	
910 w VAN BUREN #339				
CHICAGO, IL 60607				21,000.
CHECK BOOK/CTR FOR THE STUDY OF	N/A	PC	GENERAL PURPOSE	
SERVICES	N/A		GENERAL FORFOSE	
1625 K STREET NW, 8TH FLOOR				
WASHINGTON, DC 20006				500.
CHISAGO LAKES AREA PRIMARY SCHOOL	N/A	PC	GENERAL PURPOSE	
11009 28TH ST				4 000
CHISAGO CITY, MN 55013				4,000.
CHRIST LUTHERAN CHURCH	N/A	PC	GENERAL PURPOSE	
150 FIFTH ST				
MARINE ON ST. CROIX, MN 55047				5,000.
CITY OF BREEZY POINT	N/A	PC	GENERAL PURPOSES	
8139 CO. RD. 11	N/A		GENERAL FORFOSES	
BREEZY POINT, MN 56472				30,000.
·				·
COLUMBIA BUSINESS SCHOOL	N/A	PC	GENERAL PURPOSE	
33 WEST 60TH ST, 7TH FLOOR NEW YORK, NY 10023				1,000.
NEW TORK, NT 10023				1,000.
DAIS	N/A	PC	GENERAL PURPOSE	
2102 FORDEM AVE				
MADISON, WI 53704				1,000.
DEPAUL UNIVERSITY	N/A	PC	GENERAL PURPOSE	
1 E JACKSON				
CHICAGO, IL 60604				1,500.
DRAKE LAW SCHOOL	N/A	PC	GENERAL PURPOSES	
2507 UNIVERSITY AVENUE	N/A		CHARKEL LOKEOSES	
DES MOINES, IA 50311				5,000.
				,
EXPERIMENTAL AIRCRAFT ASSOCIATION,	N/A	PC	GENERAL PURPOSE	
INC.				
PO BOX 3816				1 222
OSHKOSH, WI 54903				1,000.
Total from continuation sheets				225,100.

Part XV | Supplementary Information

Part XV Supplementary Informat				1
3 Grants and Contributions Paid During the		1		
Recipient	If recipient is an individual, show any relationship to any foundation manager	Foundation status of	Purpose of grant or contribution	Amount
Name and address (home or business)	or substantial contributor	recipient		
FOARE	N/A	PC	GENERAL PURPOSES	
1850 M STREET NW				
WASHINGTON, DC 20036				20,000.
GEORGETOWN LAW	N/A	PC	GENERAL PURPOSES	
600 NEW JERSEY AVENUE, NW				1 000
WASHINGTON, DC 20001				1,000.
CHORDINAL MANAGERY GRAVER	7/3	DG.	GENERAL DURROGEG	
GEORGETOWN MINISTRY CENTER	N/A	PC	GENERAL PURPOSES	
1041 WISCONSIN AVE NW WASHINGTON, DC 20007				11,000.
ADDITION, De 2000,				11,000.
HUMAN RIGHTS FIRST	N/A	PC	GENERAL PURPOSE	
75 BROAD ST, 31ST FLOOR	N/A	FC	GENERAL FORFOSE	
NEW YORK, NY 10004				1,000.
,				,
MAYFLOWER SOCIETY	N/A	PC	GENERAL PURPOSE	
PO BOX 3297	[,, ==			
PLYMOUTH, MA 02361				500.
MITCHELL HAMLINE SCHOOL OF LAW	N/A	PC	GENERAL PURPOSE	
875 SUMMIT AVENUE				
ST PAUL, MN 55105				1,000.
NATIONAL CATHEDRAL	N/A	PC	GENERAL PURPOSES	
MT. ST. ALBAN				
WASHINGTON, DC 20016				1,000.
NCS	N/A	PC	GENERAL PURPOSES	
MT. ST. ALBAN				6 000
WASHINGTON, DC 20016				6,000.
NORTHWESTERN UNIVERSITY	N/A	PC	GENERAL PURPOSES	
2020 RIDGE AVENUE, 3RD FLOOR	N/ A		PENERAL FURFUSES	
EVANSTON, IL 60208				2,500.
,				
PELICAN LAKES ASSOCIATION	N/A	PC	GENERAL PURPOSES	
P.O. BOX 823	[
NISSWA, MN 56468				1,000.
Total from continuation sheets				

Part XV | Supplementary Information

Part XV Supplementary Information				
3 Grants and Contributions Paid During the Y				
Recipient	If recipient is an individual, show any relationship to any foundation manager	Foundation status of	Purpose of grant or contribution	Amount
Name and address (home or business)	or substantial contributor	recipient		
PLANNED PARENTHOOD	N/A	PC	GENERAL PURPOSES	
1200 LAGOON AVENUE				
MINNEAPOLIS, MN 55408				1,500.
ST JOHN'S CHURCH	N/A	PC	GENERAL PURPOSES	
1525 H STREET NW				
WASHINGTON, DC 20005				2,000.
ST PATRICK'S EPISCOPAL DAY SCHOOL	N/A	PC	GENERAL PURPOSES	
4700 WHITEHAVEN PARKWAY NW				
WASHINGTON, DC 20007				5,000.
THE BLAKE SCHOOL	N/A	PC	GENERAL PURPOSES	
110 BLAKE ROAD SOUTH				2 000
HOPKINS, MN 55343				3,000.
THE LOFT	N/A	PC	GENERAL PURPOSES	
1011 WASHINGTON AVE S				10.000
MINNEAPOLIS, MN 55401				10,000.
MN AQUATIC INVASIVE SPECIES RESEARCH	N/A	PC	GENERAL PURPOSES	
CENTER				
1992 FOLWELL AVE				60.000
FALCON HEIGHTS, MN 55108				60,000.
BISHOP JOHN T WALKER SCHOOL	N/A	PC	GENERAL PURPOSES	
1801 MISSISSIPPI AVE SE WASHINGTON, DC 20020				20,000.
NODIJEON GWYDGY	7/3		GENERAL DURDOGEG	
HORIZON CHURCH 1503 157TH AVE NE	N/A	PC	GENERAL PURPOSES	
HAM LAKE, MN 55304				600.
·				
NAMIONAL IMMICDANM HIGHIGE GENMED	N / A	PC	GENERAL DIEDROCES	
NATIONAL IMMIGRANT JUSTICE CENTER 224 S MICHIGAN AVE STE 600	N/A		GENERAL PURPOSES	
CHICAGO, IL 60604				1,000.
OAK GROVE PRESBYTERIAN	N/A	PC	GENERAL PURPOSES	
2200 W OLD SHAKOPEE RD	[.,			
BLOOMINGTON, MN 55431				5,000.
Total from continuation sheets				

Part XV Supplementary Information **Grants and Contributions Paid During the Year (Continuation)** If recipient is an individual, show any relationship to any foundation manager or substantial contributor Recipient Foundation Purpose of grant or Amount status of contribution Name and address (home or business) recipient WASHINGTON HOME COMMUNITY N/A PC GENERAL PURPOSES 1875 CONNECTICUT AVE NW WASHINGTON, DC 20009 1,000. ADVERTISING COUNCIL N/A PC GENERAL PURPOSES 815 SECOND AVENUE, 9TH FLOOR NEW YORK, NY 10017 1,000. Total from continuation sheets