## **Return of Organization Exempt From Income Tax**

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

OMB No. 1545-0047

Department of the Treasury Internal Revenue Service

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

**Open to Public** ► Go to www.irs.gov/Form990 for instructions and the latest information.

Α	For the	2021 calend	dar year, or tax year beginning Oct $1$ , 2021, and ending	g :	Sep 30	<b>, 20</b> 22	
В	Check if a	applicable:	C Name of organization Crossnore Communities for Childre	en	D Emplo	oyer identification numb	er
	Address	change	Doing business as		56-05	567980	
	Name cha	ange	Number and street (or P.O. box if mail is not delivered to street address)	Room/suite	E Teleph	none number	
	Initial retu	ırn	PO Box 249 ; 100 DAR Drive		(828)	733-4305	
$\overline{\Box}$	Final retur	n/terminated	City or town, state or province, country, and ZIP or foreign postal code				
×	Amended		Crossnore, NC 28616		<b>G</b> Gross	receipts \$36,777,59	94.
		on pending	F Name and address of principal officer:	H(a) Is this a		or subordinates? Yes X	
	, .ppoac	5.1. p 0.1ag	Brett Loftis, PO Box 249, Crossnore, NC 28616	1		es included? Yes	
ı .	Tax-exem	npt status:	<b>X</b> 501(c)(3)			st. See instructions.	,
		► N/A			exemption		
			Corporation ☐ Trust ☐ Association ☐ Other ► L Year of formation		_	of legal domicile: NC	
	art I	Summa		131	7	7	—
_			cribe the organization's mission or most significant activities: Chris	tion gangt	uary of	hope and healir	
ø	•	Driviny doo	onbothe organization of modern of mode digrinicant dotavitos.	LIAII SAIICE	uary or	nope and nearin	19.
auc	-				<b>\</b>		
Ĕ	2	Chack this	box $ ightharpoonup$ if the organization discontinued its operations or disposed	of more tha	n 25% of	ite not accote	
ŏ			voting members of the governing body (Part VI, line 1a)	of more tha	3		23
S S			independent voting members of the governing body (Part VI, line 1b)		4		23
es			per of individuals employed in calendar year 2021 (Part V, line 2a)		5		33
₹			per of volunteers (estimate if necessary)		6		185
Activities & Governance			ated business revenue from Part VIII, column (C), line 12		7a		0.
_			ted business taxable income from Form 990-T, Part I, line 11		7b		0.
		ivet uniterat	Led business taxable income from 1 orm 990-1, 1 arti, line 11	Prior Y		Current Year	<u> </u>
	8	Contributio	ons and grants (Part VIII, line 1h)				
ıne					7,166.	26,091,04	
Revenue		_	ervice revenue (Part VIII, line 2g)	9,10	4,480.	8,830,58	<del>/ .</del>
æ			nue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	1 22	1 022	1 222 62	
					1,033.	1,333,62	
			ue—add lines 8 through 11 (must equal Part VIII, column (A), line 12) d similar amounts paid (Part IX, column (A), lines 1–3)	21,65	2,679.	36,255,24	9.
			aid to or for members (Part IX, column (A), line 4)				
		-	her compensation, employee benefits (Part IX, column (A), lines 5–10)	0 000	15 420 64		
Expenses				13,69	0,889.	15,439,64	3.
ē			al fundraising fees (Part IX, column (A), line 11e)				
Ä			(5) (1) (4) (1)	7 00	4 FO1	0 200 41	
		•	enses (Part IX, column (A), lines 11a-11d, 11f-24e)		4,501.	8,298,41	
		•			5,390.	23,738,06	
_ ŭ		Revenue ie	ess expenses. Subtract line 18 from line 12		7,289.	12,517,18	<u> </u>
Net Assets or Fund Balances	00	Tatal assat	in (Part V. line 16)	Beginning of C		End of Year	
isse Bala	20		ts (Part X, line 16)		8,667.	41,820,87	
a t	21		ties (Part X, line 26)		3,688.	1,416,39	
	22 art II		or fund balances. Subtract line 21 from line 20	28,60	4,979.	40,404,48	<u> </u>
			, I declare that I have examined this return, including accompanying schedules and state. Declaration of preparer (other than officer) is based on all information of which prepare.			my knowledge and belief,	, IT IS
	· · · · · ·		, , , , , , , , , , , , , , , , , , ,				
Sig	n l	Signatu	ure of officer		) <u>2 / 13 / 2</u> ate	2023	
-	- 1			Di	ale		
пе	re		tt Loftis, CEO				
		7	r print name and title	\		DTIN	
Pa	id	1		ate	Check self-emr	oloved PO1 2 01 1 F 2	
	eparei		Huffman Teresa Huffman		self-emp	101321133	
	e Only	Firm's nar				56-0567980	
		Firm's add	dress ► 100 Dar Drive, Crossnore, NC 28616	Ph	one no. (8	28)733-4305	
Ma	y the IR	S discuss t	this return with the preparer shown above? See instructions			. ∐Yes ⊠N	10

Part			-	s Part III	
1	Briefly describe the organizat		isc of flote to arry life in this	31 attii	<u> </u>
•	Crossnore Communitie		ren creates healthy	futures	
				sanctuary of hope and	healing
2	_			e year which were not listed on th	
	•				☐ Yes 区 No
3	If "Yes," describe these new s			n how it conducts, any progran	m 🔺
3	services?	=		in now it conducts, any program	∐Yes ⊠ No
	If "Yes," describe these change				les Millo
4				f its three largest program service	es, as measured by
•				port the amount of grants and all	
	the total expenses, and reven	ue, if any, for eac	ch program service reported.		
4a	(Code:) (Expenses	\$20,333,072	2. including grants of \$	0.) (Revenue \$ _10,	164,207.)
	Crossnore Communitie	s for Child	<u>ren is a non-profit</u>	501(c)3 child welfare	
	organization support	ing childre	n and families in c	risis from North Carol:	ina.
				isk of entering the	
				r aging out. Crossnore	
				n community homes and o	
				e outpatient and	
				ving services for	
				auma-informed clinical	
				nrichment activities	
				e,learn and prosper.	
	DEC FOIL TITY HIT 40	<u>scacemenc</u>		,	
4b	(Code: ) (Expenses	\$	including grants of \$	) (Revenue \$	)
			•		
			<b>V</b>		
4c	(Code:) (Expenses	\$	including grants of \$	) (Revenue \$	)
4d	Other program services (Desc				
		ncluding grants o		nue \$ )	
4e	Total program service expens	es ▶ 20,	333,072.		

21

	0 (2021)			age
Part	IV Checklist of Required Schedules		Vaa	Na
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A	1	Yes	No
2	Is the organization required to complete Schedule B, Schedule of Contributors? See instructions	2		×
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I	3		×
4	<b>Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>	4		×
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? If "Yes," complete Schedule C, Part III	5		×
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I	6		×
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II	7	×	
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes,"</i> complete Schedule D, Part III	8		×
9	Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV	9	×	
10	Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi endowments? If "Yes," complete Schedule D, Part V	10		×
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.			
а	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI	11a	×	
b	Did the organization report an amount for investments—other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII	11b		×
С	Did the organization report an amount for investments—program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII	11c		×
d	Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX	11d		×
e f	Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i> 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>	11e	×	×
12a	Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII	12a	×	
b	Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional	12b	×	
13	Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	13		×
14a	Did the organization maintain an office, employees, or agents outside of the United States?	14a		×
b	Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV	14b		×
15	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV	15		×
16	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV.	16		×
17	Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I. See instructions	17		×
18	Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II	18	×	
19	Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III	19		×
20a	Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H	20a		×
h	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b		

Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or

domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II . . . . .

Part I	V Checklist of Required Schedules (continued)			
			Yes	No
22	Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III	22		×
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the			
	organization's current and former officers, directors, trustees, key employees, and highest compensated employees? If "Yes," complete Schedule J	23	×	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than			
	\$100,000 as of the last day of the year, that was issued after December 31, 2002? If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a	24a		×
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
	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		
	Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I	25a		×
	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I	25b		×
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		×
27	Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? If "Yes," complete Schedule L, Part III	27		×
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):			
а	A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? If "Yes," complete Schedule L, Part IV	28a		×
b	A family member of any individual described in line 28a? If "Yes," complete Schedule L, Part IV	28b		×
	A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? If "Yes," complete Schedule L, Part IV	28c		×
29	Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M	29		×
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If "Yes," complete Schedule M	30		×
31	Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I	31		×
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II	32		×
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		×
34	Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Part II, III,			
	or IV, and Part V, line 1	34		×
	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a		×
b	If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2	35b		
36	<b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2 </i>	36		×
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		×
38	Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? <b>Note:</b> All Form 990 filers are required to complete Schedule O	38	×	
Part				
		<u> </u>	Yes	No
	Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable			
C	reportable gaming (gambling) with backup withholding rules for reportable payments to vehdors and	10		V

Part	V Statements Regarding Other IRS Filings and Tax Compliance (continued)		Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return 333			
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? .	2b	×	
	Note: If the sum of lines 1a and 2a is greater than 250, you may be required to e-file. See instructions.			
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a		×
b	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O.	3b		
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a		×
b	If "Yes," enter the name of the foreign country ▶			
	See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).			
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a		×
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b		×
C	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c		
6a	organization solicit any contributions that were not tax deductible as charitable contributions?	6a		×
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or			<u> </u>
	gifts were not tax deductible?	6b		
7	Organizations that may receive deductible contributions under section 170(c).			
а	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods			
	and services provided to the payor?	7a	×	
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b	×	
С	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was			
	required to file Form 8282?	7c		×
d	If "Yes," indicate the number of Forms 8282 filed during the year			
е	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e		×
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? .	7f		×
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h		
8	<b>Sponsoring organizations maintaining donor advised funds.</b> Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?			
•		8		
9	Sponsoring organizations maintaining donor advised funds.	9a		
a b	Did the sponsoring organization make any taxable distributions under section 4966?	9a 9b		
10	Section 501(c)(7) organizations. Enter:	90		
а	Initiation fees and capital contributions included on Part VIII, line 12			
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities			
11	Section 501(c)(12) organizations. Enter:			
а	Gross income from members or shareholders			
b	Gross income from other sources. (Do not net amounts due or paid to other sources			
	against amounts due or received from them.)			
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year 12b			
13	Section 501(c)(29) qualified nonprofit health insurance issuers.			
а	Is the organization licensed to issue qualified health plans in more than one state?	13a		
	<b>Note:</b> See the instructions for additional information the organization must report on Schedule O.			
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans			
_				
C 1/12	Enter the amount of reserves on hand	14a		-
14a b	Did the organization receive any payments for indoor tanning services during the tax year?	14a 14b		×
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or	140		
	excess parachute payment(s) during the year?	15		×
	If "Yes," see the instructions and file Form 4720, Schedule N.	13		
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income?	16		×
- •	If "Yes," complete Form 4720, Schedule O.			
17	Section 501(c)(21) organizations. Did the trust, any disqualified person, or mine operator engage in any			
	activities that would result in the imposition of an excise tax under section 4951, 4952 or 4953?	17		
	If "Yes." complete Form 6069.			

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Governance, Management, and Disclosure. For each "Yes" response to lines 2 through 7b below, and for a "No" Part VI response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions. Section A. Governing Body and Management Yes No 1a Enter the number of voting members of the governing body at the end of the tax year . . . 1a 23 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. Enter the number of voting members included on line 1a, above, who are independent . 1b 2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with 2 × Did the organization delegate control over management duties customarily performed by or under the direct 3 supervision of officers, directors, trustees, or key employees to a management company or other person? . 3 × Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? 4 4 X 5 Did the organization become aware during the year of a significant diversion of the organization's assets? . 5 6 6 × Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? 7a × Are any governance decisions of the organization reserved to (or subject to approval by) members, 7b × Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following: × 8b × 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 . . . . . × Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.) Yes No 10a Did the organization have local chapters, branches, or affiliates? 10a × If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? 10b 11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? 11a × **b** Describe on Schedule O the process, if any, used by the organization to review this Form 990. 12a Did the organization have a written conflict of interest policy? If "No," go to line 13 12a × Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? 12b × Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done. 12c X 13 13 × Did the organization have a written document retention and destruction policy? 14 × 14 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? The organization's CEO, Executive Director, or top management official . . . . . . . . 15a × 15b × 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 16a × b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the Section C. Disclosure List the states with which a copy of this Form 990 is required to be filed ▶ NC 17 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c) 18 (3)s only) available for public inspection. Indicate how you made these available. Check all that apply. Own website ☐ Upon request Another's website Other (explain on Schedule O) Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, 19 and financial statements available to the public during the tax year. State the name, address, and telephone number of the person who possesses the organization's books and records ▶

Teresa Huffman, PO Box 249, Crossnore, NC 28616 (828)733-4305

Form 990 (2021)

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

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

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

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

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

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

☐ Check this box if neither the organization no				atic	n c	ompe	nsa	ted any current	officer, director,	or trustee.
(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	box, office or direct	unles er and	Pos eck s pe	rson	e than or is or/trust en than or/trust employee	an	(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/ 1099-MISC/ 1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
(1)Kim Barnhardt	2.00							0	0	0
Trustee		×						0.	0.	0.
(2)Kim Belk Trustee	2.00	×						0.	0.	0.
(3) Jonathan Blanco Trustee	2.00	×						0.	0.	0.
(4) Bick Cardwell Chairman of the Board	4.00	×		×				0.	0.	0.
(5) Saribeth Dozier Trustee	2.00	×						0.	0.	0.
(6) Mike Barker Trustee	2.00	×						0.	0.	0.
(7) Catherine Fields Trustee	2.00	×						0.	0.	0.
(8) Harvey Freeman Trustee	2.00	×						0.	0.	0.
(9) Kelly Graves Trustee	2.00	×		×				0.	0.	0.
(10) Trip Wheeler Trustee	2.00	×						0.	0.	0.
(11) Charles Izard Trustee	4.00	×		×				0.	0.	0.
(12) Julia Chandler Trustee	2.00	×						0.	0.	0.
(13) William Ted Laporte Trustee	3.00	×		×				0.	0.	0.
(14) Anna Baird Choi Trustee	2.00	×						0.	0.	0.

Part VII Section A. Officers, Directors, 1	rustees,	Key	Emp	plo	yee	s, an	ıd F	lighest Compe	nsated	Emplo	yees (		nued
(A) Name and title	(B) Average hours	box,	unles er and	Pos neck ss pe	erson	e than o	n an	(D)  Reportable compensation from the	( <b>E</b> ) Report compen from re	able sation	О	( <b>F)</b> ited ame f other pensation	
	per week (list any hours for related organizations below dotted line)	Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former	organization (W-2/ 1099-MISC/ 1099-NEC)	organizatio 1099-M 1099-N	ns (W-2/ IISC/	fr	om the ization	and
(15) Katheryn Northington Trustee	3.00	×						0.		0.			0
(16) Randall Richardson Trustee	2.00	×						0.		0.			0
(17) David Riggins Trustee	2.00	×						0.		0.			0
(18) Traci Royster Trustee	3.00	×						0.		0.			0
(19) Marilyn Williams Trustee	2.00	×						0.		0.			0
(20) Stephen Shelton Trustee	2.00	×						0.		0.			0
(21) Henry Stokes Trustee	2.00	×						0.		0.			0
(22) Iris Sunshine Trustee	2.00	×		K				0.		0.			0
(23) Donna McNeil Trustee	2.00	×						0.		0.			0
(24) Brett Loftis CEO	40.00				×			279,694.		0.			0
(25) Caroline Hart Chief External Relations Officer	40.00				×			174,513.		0.			0
1b Subtotal	VII. Section	 n A		9			<b>&gt;</b>	454,207. 1,035,875.		0.			0
d Total (add lines 1b and 1c)							e) w	1,490,082.	e than \$1	0.	of		0 .
reportable compensation from the organi	zation >				1	0						Yes	No
3 Did the organization list any former of employee on line 1a? If "Yes," complete s											3		×
4 For any individual listed on line 1a, is the organization and related organizations individual	greater th	an \$	150,	,000	? /	f "Ye	s,"	complete Sche	dule J fo	or such			
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? If "Yes," complete Schedule J for such person									×	×			
Section B. Independent Contractors	<u> </u>							•					
Complete this table for your five high compensation from the organization. Report													
(A) Name and business add	ress							(B) Description of ser	vices	(	(C) Compens	ation	_

	(A) Name and business address	(B) Description of services	(C) Compensation
M-CR	EATIVE, 541-A North Trade Street, Winston-Salem, NC 27101	CONTRACTED SERVICES	117,207.
F&H	Lawn, PO Box 1579, Newland, NC 28657	Lawn Service	187,400.
2	Total number of independent contractors (including but not limited to received more than \$100,000 of compensation from the organization ▶	those listed above) who	

## Part VIII Statement of Revenue

		Check if Schedule	Осо	ntains a re	espor	ise or note to ai	ny line in this Pa	ırt VIII		
							(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512–514
ູ່ ຕູ	1a	Federated campaig	ns .		1a					
Contributions, Gifts, Grants, and Other Similar Amounts	b	Membership dues			1b		-			
G S	С	Fundraising events			1c	117,225.	-			
ts,	d	Related organization			1d	1,584,918.	-			
ia i	e	Government grants			1e	1,301,310.	-			
s, in	f	All other contribution					-			
ion	•	and similar amounts no			1f	24 200 000				
the	~	Noncash contribution			- "	24,388,899.	4			
얼달	g	lines 1a–1f				Φ 151 400				
on Pure					19	\$ 171,428.	06 001 040			
0 "	h	Total. Add lines 1a-	-1f .			•	26,091,042.			
a)	_	- 12				Business Code				
Š	2a	Other Residentia				623990	6,299,363.		0.	0.
le P	b	Outpatient Mental He	alth a	and Foster (	Care	621420	2,531,224.	2,531,224.	0.	0.
gram Ser Revenue	С									
an ev	d									
Program Service Revenue	е									
P	f	All other program se	ervice	revenue						
	g	Total. Add lines 2a-					8,830,587.			
	3	Investment income								
		other similar amoun								
	4	Income from investr	nent (	of tax-exen	npt bo	ond proceeds				
	5	Royalties				🕨				
				(i) Rea	I	(ii) Personal				
	6a	Gross rents	6a	160,	720.					
	b	Less: rental expenses	6b							
	С	Rental income or (loss)	6c	160,	720.					
	d	Net rental income o	r (los				160,720.	160,720.	0.	0.
	7a	Gross amount from	Ì	(i) Securi	ties	(ii) Other		,		
		sales of assets								
		other than inventory	7a							
Φ	b	Less: cost or other basis					-			
Revenue		and sales expenses .	7b							
eVe	С	Gain or (loss)	7c							
_	d	Net gain or (loss)	·			•				
Other	8a	Gross income from	m fu	ndraising						
ŏ	Ju	events (not including								
		of contributions re								
		1c). See Part IV, line			8a					
	b	Less: direct expens	1		8b		-			
	c	Net income or (loss)				ents <b>&gt;</b>				
	9a	Gross income f			9 010					
	ou	activities. See Part I			9a					
	b	Less: direct expens			9b		-			
		Net income or (loss				es <b>&gt;</b>				
		Gross sales of in			CHVILL	≠5 <b>/</b>				
	iva	returns and allowan			100	701 207				
	L				10a	-	-			
		Less: cost of goods			10b		261 252	261 252		^
$\longrightarrow$	С	Net income or (loss)	irom	ı saies ot ir	ivento	1	261,952.	261,952.	0.	0.
Sn	4.4	761 mm 3 3				Business Code	401 050	401 050	_	^
ne ee	11a	Miscellaneous				900099	491,050.	491,050.	0.	0.
scellaneo Revenue	b	Trauma Resili	ence	e Traini	ng	611430	419,898.	419,898.	0.	0.
e Se	C									
Miscellaneous Revenue	d	All other revenue								
_		Total. Add lines 11a				<u> •</u>	910,948.			
	12	Total revenue. See	instr	uctions		🕨	36,255,249.	10,164,207.	0.	0.

#### 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 . . . (D) Fundraising expenses (B) Program service expenses Do not include amounts reported on lines 6b. 7b. (A) Total expenses Management and general expenses 8b, 9b, and 10b of Part VIII. Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 Grants and other assistance to domestic 2 individuals. See Part IV, line 22 . . . . . Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16 Benefits paid to or for members . . . . Compensation of current officers, directors, trustees, and key employees . . . . . 6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . . . Other salaries and wages . . . . . . 12,249,201. 10,825,814. 964,783. 458,604. Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions) 71,288. 416,855. 321,332. 24,235. Other employee benefits . . . . . . 1,798,357. 9 1,611,964. 144,513. 41,880. 10 Payroll taxes . . . . . . . . . . . . 975,230. 863,043. 73,394. 38,793. Fees for services (nonemployees): 11 Management . . . . . . . . . . . . Legal . . . . . . . . . . . . . . . . Accounting . . . . . . . . . . . . Lobbying . . . . . . . . . . . . . . Professional fundraising services. See Part IV, line 17 Investment management fees . . . . . Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Schedule O.) . 12 Advertising and promotion . . . . . 163,841. 27,366. 119,102. 17,373. 13 Office expenses . . . . . . . 270,636. 240,723. 23,504. 6,409. 14 Information technology . . . . . 15 647,231. 600,581. 28,893. 17,757. 16 376,839. 326,960. 33,631. 16,248. 17 Payments of travel or entertainment expenses 18 for any federal, state, or local public officials 19 Conferences, conventions, and meetings . 304,976. 234,360. 46,278. 24,338. 20 Payments to affiliates . . . . 21 1,952,397. 1,696,682. 245,733. 9,982. 22 Depreciation, depletion, and amortization . 23 608,780. 594,610. 14,170. 0. Other expenses. Itemize expenses not covered 24 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 Maintenance, Repairs and Contract Labor 995,012. 795,542. 181,641. 17,829. 694,047. 677,393. 15,625. 1,029. Food and Beverages c Foster Care Parent Fees 498,152. 498,152. Professional Fees 855,952. 347,561. 357,483. 150,908. e All other expenses 930,556. 670,989. 189,646. 69,921. Total functional expenses. Add lines 1 through 24e 23,738,062. 25 20,333,072. 2,509,684. 895,306. 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

2 Savings and temporary cash investments			Check if Schedule O contains a response or note to any line in this Pa	ırt X		
2 Savings and temporary cash investments						
3 Pledges and grants receivable, net   594,129, 3   9,738,011.     4 Accounts receivable, net   51,139,052.     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 (as defined under section 4958(f)1), and persons described in section 4958(c)(3)(B).   6     7 Notes and loans receivable, net   34,136, 7   6,046,100.     8 Inventories for sale or use   34,136, 7   6,046,100.     9 Prepaid expenses and deferred charges   -2,536, 9   -1,300.     10a		1	Cash—non-interest-bearing	4,747,579.	1	1,748,868.
4 Accounts receivable, net 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 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) 7 Notes and loans receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B) 8 Inventories for sale or use 9 Prepald expenses and deferred charges 10a Land, buildings, and equipment tructic cost or other basis. Complete Part VI of Schedule D 1 Less: accumulated depreciation 1 linestments—publicly traded securities 11 Investments—publicly traded securities 12 Investments—program-related. See Part IV, line 11 1 13 Investments—program-related. See Part IV, line 11 1 15 15 Other assets. See Part IV, line 11 1 15 15 Other assets. See Part IV, line 11 1 15 15 Investments—program-related. See Part IV, line 11 1 10 13 Investments—program-related. See Part IV, line 11 1 10 13 Investments—program-related. See Part IV of Schedule D 1 14 Investments—program-related. See Part IV of Schedule D 1 14 Investments—program-related. See Part IV of Schedule D 1 14 Investments—program-related. See Part IV of Schedule D 1 14 Investments—program-related. See Part IV of Schedule D 1 14 Investments—program-related. See Part IV of Schedule D 1 14 Investments—program-related. See Part IV of Schedule D 1 14 Investments—program-related. See Part IV of Schedule D 1 14 Investments—program-related. See Part IV of Schedule D 1 14 Investments—program-related. See Part IV of Schedule D 1 14 Investments—program-related. See Part IV of Schedule D 1 14 Investments—program-related. See Part IV of Schedule D 1 14 Investments—program-related.		2			2	
Section   Sec		3	· · · · · · · · · · · · · · · · · · ·	594,129.	3	9,738,011.
trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons (as defined under section 4958(h(1))), and persons described in section 4958(c)(3)(B).  7 Notes and loans receivable, net				817,936.	4	1,139,052.
controlled entity or family member of any of these persons 6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(f)), and persons described in section 4958(c)(3)(B)  7 Notes and loans receivable, net  8 Inventories for sale or use  9 Prepaid expenses and deferred charges  10 Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D  11 Investments—publicly traded securities  12 Investments—publicly traded securities  13 Investments—publicly traded securities  14 Intangible assets  15 Other assets. See Part IV, line 11  16 Total assets. See Part IV, line 11  17 Accounts payable and accrued expenses  18 Grants payable  19 Deferred revenue  20 Tax-exempt bond liabilities  21 Escrow or custodial account liability. Complete Part IV of Schedule D  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  23 Secured mortgages and notes payable to unrelated third parties  25 Other liabilities (including federal income tax, payables to related third parties  26 Total Initiaties. Add lines 17 through 25  27 Sand other liabilities. Organizations that follow FASB ASC 958, check here   28 Total Initiaties. Add lines 17 through 25  29 Crganizations that do not follow FASB ASC 958, check here   20 Crganizations that do not follow FASB ASC 958, check here   20 Crganizations that do not follow FASB ASC 958, check here   20 Crganizations that do not follow FASB ASC 958, check here   20 Crganizations that do not follow FASB ASC 958, check here   21 Total net assets with downern, accumulated income, or other funds  22 Cloans and complete lines 29 through 33  23 Capital stock or trust principal, or current funds  24 Unsecured notes are an or proper funder substantial contributions  29 Crganizations that do not follow FASB ASC 958, check here   20 Crganizations that do not follow FASB ASC 958, check here   20 Crganizat		5				
1						
under section 4958(f)(1)), and persons described in section 4958(c)(3)(B) .  7 Notes and loans receivable, net		_			5	
7 Notes and loans receivable, net 34,136, 7 6,046,100.  8 Inventories for sale or use 781,523, 8 734,472.  9 Prepaid expenses and deferred charges 2,2,536, 9 -1,300.  Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D 10a 48,918,723.  b Less: accumulated depreciation 10b 26,503,054, 23,615,900, 10c 22,415,669.  11 Investments — publicity traded securities 11 12 12 11 12 11 12 13 13 14 14 15 15 15 15 15 15 15 15 15 15 15 15 15		6	·			
8 Inventories for sale or use 9 Prepaid expenses and deferred charges 10a Land, buildings, and equipment: cost or other basis. Complete Part V of Schedule D		_			-	
10a	ets					1
10a	SS					
basis. Complete Part IV of Schedule D . 10a	٧			-2,536.	9	-1,300.
11   Investments – publicly traded securities   11   12   10   12   10   12   10   13   10   13   10   14   15   13   10   14   15   15   16   15   16   16   16   16		iua	basis. Complete Part VI of Schedule D <b>10a</b> 48,918,723.			
12   Investments – other securities. See Part IV, line 11   13   Investments – program-related. See Part IV, line 11   13   Intangible assets   14   14   15   15   15   15   16   Total assets. See Part IV, line 11   15   15   16   Total assets. Add lines 1 through 15 (must equal line 33)   30 , 588 , 667   16   41 , 820 , 872 . 17   Accounts payable and accrued expenses   1, 432 , 486   17   848 , 646 . 18   18   19   Deferred revenue   19   20   Tax-exempt bond liabilities   19   20   Tax-exempt bond liabilities   20   Tax-exempt bond liabilities   20   Tax-exempt bond liabilities   20   Tax-exempt bond liability. Complete Part IV of Schedule D   2, 845   21   9 , 848 . 20   21   Escrow or custodial account liability. Complete Part IV of Schedule D   2, 845   21   9 , 848 . 20   22   23   24   Unsecured notes and loans payable to unrelated third parties   23   24   Unsecured notes and loans payable to unrelated third parties   23   24   Unsecured notes and loans payable to unrelated third parties   23   25   Chter 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   14, 228   25   14, 228   25   14, 228   25   14, 228   25   14, 228   25   14, 228   25   27   28   28   28   28   28   28   28		b	· · · · · · · · · · · · · · · · · · ·	23,615,900.	_	22,415,669.
13			· ·			
14   Intangible assets   14   15   15   15   15   16   Total assets. See Part IV, line 11   15   16   Total assets. Add lines 1 through 15 (must equal line 33)   30,588,667   16   41,820,872   17   Accounts payable and accrued expenses   1,432,486   17   848,646   18   19   Deferred revenue   19   20   20   21   Escrow or custodial account liability. Complete Part IV of Schedule D   2,845   21   9,848   20   21   Escrow or custodial account liability. Complete Part IV of Schedule D   2,845   21   9,848   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   24   24   543,668   25   24   25   24   24   543,668   25   25   24   25   24   25   24   25   24   25   24   25   24   25   25						
15						
16   Total assets. Add lines 1 through 15 (must equal line 33)			-			
17				20 500 665		41 000 050
18   Grants payable   18   19   Deferred revenue   19   19   20   20   21   Escrow or custodial account liabilities   21   Escrow or custodial account liability. Complete Part IV of Schedule D   2,845   21   9,848   21   9,848   22   24   2,845   21   2,845   22   24   2,845   23   24   2,845   24   2,845   24   2,845   24   2,845   24   2,845   24   2,845   2,845   24   2,845   24   2,845   24   2,845   24   2,845   24   2,845   24   2,845   24   2,845   24   2,845   24   2,845   24   2,845   24   2,845   24   2,845   24   2,845   24   2,845   2,845   24   2,845   2,845   24   2,845   2,845   24   2,845   2,845   24   2,845   24   2,845   24   2,845   24   2,845   24   2,845   24   2,845   24   2,845   24   2,845   24   2,845   24						
Tax-exempt bond liabilities.  Tax-exempt bond liability. Complete Part IV of Schedule D.  Tax-exempt bond liabilities.  Tax-exempt bond liability. Complete Part IV of Schedule D.  Tax-exempt bond liabilities.  Tax-exempt bond liabilities.  Tax-exempt bond liability. Complete Part IV of Schedule D.  Tax-exempt bond liabilities.  Tax-e				1,432,486.	_	848,646.
Tax-exempt bond liabilities					_	
21 Escrow or custodial account liability. Complete Part IV of Schedule D  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  23 Secured mortgages and notes payable to unrelated third parties  24 Unsecured notes and loans payable to unrelated third parties  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						
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			·	2 045		0.040
trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons				2,045.	21	9,040.
Unsecured notes and loans payable to unrelated third parties	ties					
Unsecured notes and loans payable to unrelated third parties	bili				22	
Unsecured notes and loans payable to unrelated third parties	Lia	23				
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				534,129.		543,668.
parties, and other liabilities not included on lines 17–24). Complete Part X of Schedule D				331/1271		3 23 7 3 3 3 1
Total liabilities. Add lines 17 through 25			, , ,			
Total liabilities. Add lines 17 through 25			of Schedule D	14,228.	25	14,228.
Organizations that follow FASB ASC 958, check here ► □ and complete lines 27, 28, 32, and 33.  27 Net assets without donor restrictions		26	<b>Total liabilities.</b> Add lines 17 through 25		26	
Net assets without donor restrictions	ces		Organizations that follow FASB ASC 958, check here ▶ 区			
Net assets with donor restrictions Organizations that do not follow FASB ASC 958, check here and complete lines 29 through 33.  Capital stock or trust principal, or current funds Paid-in or capital surplus, or land, building, or equipment fund Retained earnings, endowment, accumulated income, or other funds Total net assets or fund balances  Total liabilities and net assets/fund balances  Net assets with donor restrictions Pa, 477,648.  28 9,477,648.  29  29  29  29  20  20  21  22  30  30  31  31  32  31  32  32  33  34  35  36  37  38  39  39  30  30  31  31  32  33  34  35  36  37  38  38  39  39  30  30  30  30  31  31  32  33  30  30  31  31  32  30  30  31  31  32  30  30  31  31  32  30  30  30  30  31  31  32  30  30  30  30  30  30  30  30  30	alar	27	Net assets without donor restrictions	28,604,979.	27	30,926,834.
Organizations that do not follow FASB ASC 958, check here and complete lines 29 through 33.  29 Capital stock or trust principal, or current funds	B	28	Net assets with donor restrictions		28	9,477,648.
Capital stock or trust principal, or current funds	Func					
Paid-in or capital surplus, or land, building, or equipment fund	o	29	Capital stock or trust principal, or current funds		29	
Retained earnings, endowment, accumulated income, or other funds   31	ets				30	
32       Total net assets or fund balances       28,604,979       32       40,404,482         33       Total liabilities and net assets/fund balances       30,588,667       33       41,820,872	\ss				_	
<b>Ž</b> 33 Total liabilities and net assets/fund balances	∍t ∤			28,604,979.	32	40,404,482.
	ž	33	Total liabilities and net assets/fund balances	30,588,667.	33	41,820,872.

Form 990 (2021) Page **12** 

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)	36,2	55,2	49.
2	Total expenses (must equal Part IX, column (A), line 25)	23,7	38,0	62.
3	Revenue less expenses. Subtract line 2 from line 1	12,5	17,1	87.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A)) 4	28,6	04,9	79.
5	Net unrealized gains (losses) on investments			
6	Donated services and use of facilities			
7	Investment expenses			
8	Prior period adjustments			
9	Other changes in net assets or fund balances (explain on Schedule O)			
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line	47		
		11,1	22,1	66.
Part	XII Financial Statements and Reporting			
	Check if Schedule O contains a response or note to any line in this Part XII			
	A 1' 11 1 11 11 11 1		Yes	No
1	Accounting method used to prepare the Form 990:  Cash Accrual Other  If the organization changed its method of accounting from a prior year or checked "Other," explain on			
	Schedule O.			
20	Were the organization's financial statements compiled or reviewed by an independent accountant?	2a	×	
<b>Z</b> a	If "Yes," check a box below to indicate whether the financial statements for the year were compiled or	Za		
	reviewed on a separate basis, consolidated basis, or both:			
	☐ Separate basis ☑ Consolidated basis ☐ Both consolidated and separate basis			
b	Were the organization's financial statements audited by an independent accountant?	2b	×	
-	If "Yes," check a box below to indicate whether the financial statements for the year were audited on a			
	separate basis, consolidated basis, or both:			
	☐ Separate basis ☐ Both consolidated and separate basis			
С	If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of			
	the audit, review, or compilation of its financial statements and selection of an independent accountant? .	2c	×	
	If the organization changed either its oversight process or selection process during the tax year, explain on			
	Schedule O.			
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the			
	Single Audit Act and OMB Circular A-133?	3a		×
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the			
	required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits.	3b		

REV 07/25/22 PRO Form **990** (2021)

Crossnore Communities for Children 56-0567980

## Form 990: Return of Organization Exempt from Income Tax

## Part VII: Section A (continued)

## **Continuation Statement**

Name and title	Average hours per week (list any hours for related organizations on the right)	direct C2 - C3 - C4 - C5 - emplo C6 -					cee	Reportable compensation from the organization (W-2/1099-MISC)	Reportable compensation from related organizations (W-2/1099-MISC)	Estimated amount of other compensation from the organization and related organizations
		C1	C2	C3	C4	C5	C6			
Teresa Huffman	40.00				Х				_	
Chief Finance Officer								133,475.	0.	0.
DAWN O'MALLEY	40.00				x					_
VP OF CLINICAL SERVICES								116,828.	0.	0.
Angela Woods	40.00				x					
Chief Operations Officer								158,187.	0.	0.
Sarah Norris	40.00				X					
Chief Program Officer								163,397.	0.	0.
Beatriz Vides	40.00				x					
Senior Director								122,567.	0.	0.
Kenny Cook	40.00				X					
VP Facilities								106,987.	0.	0.
LINA PASQUALE	40.00				X					
Senior Director CTRC					21			117,217.	0.	0.
MARY ROBINSON	40.00				X					
ED WINSTON SALEM CAMPUS			^					117,217.	0.	0.
								1,035,875.	0.	0.

## Additional information from your Form 990: Return of Organization Exempt from Income Tax

Form 990: Return of Organization Exempt from Income Tax Form 990, Page 2, Part III, Line 4a (continued)

**Continuation Statement** 

Description						
Our children come to us from all over North Carolina and range in age						
from 1-21. And we have a special focus on keeping sibling groups together.						



#### **SCHEDULE A** (Form 990)

## **Public Charity Status and Public Support**

OMB No. 1545-0047 2021

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust. ► Attach to Form 990 or Form 990-EZ. Department of the Treasury Internal Revenue Service

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

Open to Public Inspection

Name of the organization									
	Crossnore Communities for Children 56-0567980								
Part I Reason for Public Charity Status. (All organizations must complete this part.) See instructions.									
The c	rganization is not a private founda	hes, or associati	on of churches descri	ibed in <b>se</b>	ection 17	•			
2	A school described in <b>section</b>				-				
3	<ul><li>☐ A hospital or a cooperative ho</li><li>☐ A medical research organization</li></ul>						(iii) Entay the		
4	hospital's name, city, and stat	e:							
5	An organization operated for section 170(b)(1)(A)(iv). (Com	plete Part II.)					al unit described in		
6 7	<ul> <li>☐ A federal, state, or local gover</li> <li>☒ An organization that normally described in section 170(b)(1)</li> </ul>	receives a subs	tantial part of its sup				n the general public		
8	$\hfill \square$ A community trust described i	n <b>section 170(b)</b>	(1)(A)(vi). (Complete	Part II.)					
9	An agricultural research organ or university or a non-land-gra university:	nt college of agr	iculture (see instruction	ons). Ente	er the nan	ne, city, and state of	the college or		
10	An organization that normally receipts from activities related support from gross investmen acquired by the organization a	to its exempt fur t income and uni lifter June 30, 197	nctions, subject to ce related business taxal 75. See <b>section 509(</b> a	rtain exc ble incom a)(2). (Cor	eptions; a ne (less se mplete Pa	and (2) no more than ection 511 tax) from art III.)	33 <sup>1</sup> /3% of its		
	An organization organized and	•		-		· /· /			
12	An organization organized and one or more publicly supported the box on lines 12a through 12	d organizations d	escribed in section 5	<b>09(a)(1)</b> o	r <b>section</b>	509(a)(2). See secti	i <b>on 509(a)(3).</b> Check		
а	☐ <b>Type I.</b> A supporting organization supporting organization. <b>Y</b>	nization operated n(s) the power to	, supervised, or contr regularly appoint or e	rolled by i elect a ma	ts suppo	rted organization(s),	typically by giving		
b	☐ <b>Type II.</b> A supporting orga control or management of organization(s). <b>You must</b>	nization supervis the supporting o	ed or controlled in co	nnection the same	with its s				
С	Type III functionally integ	rated. A support	ting organization oper	rated in c			ally integrated with,		
d	☐ Type III non-functionally	` ′ -			•		orted organization(s)		
-	that is not functionally inte requirement (see instruction	grated. The orga	nization generally mu	st satisfy	a distribu	ıtion requirement an			
е	Check this box if the organ functionally integrated, or						e II, Type III		
f	Enter the number of supported								
g	Provide the following information		orted organization(s).			1			
	(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1–10 above (see instructions))	listed in you	organization ur governing ment?	(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)		
				Yes	No				
(A)									
(B)									
(C)									
(D)									
(E)									

Schedule A (Form 990) 2021 Page 2 Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

Part II

(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 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") . . . 8,703,500. 8,308,701. 16,819,112. 9,881,554. 24,506,124. 68,218,991. Tax revenues levied for the organization's benefit and either paid to or expended on its behalf . . . . The value of services or facilities furnished by a governmental unit to the organization without charge . . . . Total. Add lines 1 through 3. . . . 8,703,500. 8,308,701. 16,819,112. 9,881,554. 24,506,124. 68,218,991. 4 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) . . . . **Public support.** Subtract line 5 from line 4 68,218,991. Section B. Total Support Calendar year (or fiscal year beginning in) ▶ (a) 2017 **(b)** 2018 (c) 2019 (d) 2020 (e) 2021 (f) Total 8,703,500. 8,308,701. 16,819,112. 9,881,554. 24,506,124. 68,218,991. 7 Amounts from line 4 . . . . . . 8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources . . . . . . . . Net income from unrelated business 9 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.) . . . . . . . **Total support.** Add lines 7 through 10 11 68,218,991. Gross receipts from related activities, etc. (see instructions) 12 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) Section C. Computation of Public Support Percentage Public support percentage for 2021 (line 6, column (f), divided by line 11, column (f)) . . . . . 14 100% Public support percentage from 2020 Schedule A, Part II, line 14 . . . . . . . . . . . . . . . . . 15 331/3% support test – 2021. If the organization did not check the box on line 13, and line 14 is 331/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization . . . . . . . . . . . . . . . . . . 331/3% support test - 2020. If the organization did not check a box on line 13 or 16a, and line 15 is 331/3% or more, check 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 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 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see 18 

## 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.)

Secti	on A. Public Support			, 1	<u> </u>	,	
Calen	dar year (or fiscal year beginning in) ▶	(a) 2017	<b>(b)</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	<b>Total.</b> 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		_				
_	·						
С 8	Add lines 7a and 7b						
O	line 6.)						
Secti	on B. Total Support						
	dar year (or fiscal year beginning in)	(a) 2017	<b>(b)</b> 2018	(c) 2019	(d) 2020	<b>(e)</b> 2021	(f) Total
9	Amounts from line 6	(a) 2017	(b) 2010	(6) 2013	(a) 2020	(6) 2021	(i) Total
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						
С	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	<b>Total support.</b> (Add lines 9, 10c, 11, and 12.)						
14	First 5 years. If the Form 990 is for the organization, check this box and stop he	•			•	ear as a sectio	. , . ,
Secti	on C. Computation of Public Suppor						<u>_</u>
15	Public support percentage for 2021 (line 8			13, column (f))		15	%
16	Public support percentage from 2020 Scl	nedule A, Part	III, line 15 .				%
Secti	on D. Computation of Investment In	come Perce	ntage				
17	Investment income percentage for 2021 (			y line 13, colu	mn (f))	17	%
18	Investment income percentage from 2020						%
19a	331/3% support tests-2021. If the organ						
	17 is not more than $33^{1}/_{3}\%$ , check this box	and <b>stop here</b> .	The organization	on qualifies as a	a publicly supp	orted organizati	on . ▶ 🗌
b	331/3% support tests—2020. If the organize						
	line 18 is not more than 331/3%, check this		=	· ·			_
20	Private foundation. If the organization di	d not check a	box on line 14.	, 19a, or 19b, c	check this box	and see instru	ctions 🕨 🗌

#### **Supporting Organizations** Part IV

(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.)

## Se

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

b Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to

determine whether the organization had excess business holdings.)

Part	V Supporting Organizations (continued)			
			Yes	No
11	Has the organization accepted a gift or contribution from any of the following persons?			
а	A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?	44-		
h		11a 11b		×
	A family member of a person described on line 11a above?  A 35% controlled entity of a person described on line 11a or 11b above? If "Yes" to line 11a, 11b, or 11c,	110		×
U	provide detail in <b>Part VI.</b>	11c		×
Section	on B. Type I Supporting Organizations			
	<i>y</i>		Yes	No
1	Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? If "No," describe in <b>Part VI</b> how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.	1		×
2	Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in <b>Part VI</b> how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.	2		×
Section	on C. Type II Supporting Organizations		\ <u></u>	
4	Were a majority of the organization's directors or tructoes during the tay year also a majority of the directors		Yes	No
1	Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in <b>Part VI</b> how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).	1	×	
Section	on D. All Type III Supporting Organizations			
			Yes	No
1	Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?	1		
2	Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in <b>Part VI</b> how the organization maintained a close and continuous working relationship with the supported organization(s).	2		
3	By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in <b>Part VI</b> the role the organization's supported organizations played in this regard.			
Section	on E. Type III Functionally Integrated Supporting Organizations	3		
1	Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see in	nstru	ctions	<u> </u>
a	The organization satisfied the Activities Test. <i>Complete line 2 below.</i>	.01.4	00.011	-/-
b	☐ The organization is the parent of each of its supported organizations. <i>Complete line 3 below.</i>			
С	☐ The organization supported a governmental entity. Describe in Part VI how you supported a governmental entity (	see in	struct	ions).
2	Activities Test. Answer lines 2a and 2b below.		Yes	No
а	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in <b>Part VI identify those supported organizations and explain</b> how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.	2a		
b	Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in <b>Part VI</b> the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.	2b		
3 a	Parent of Supported Organizations. <i>Answer lines 3a and 3b below.</i> Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>If "Yes" or "No," provide details in Part VI.</i>	3a		
b	Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes." describe in <b>Part VI</b> the role played by the organization in this regard.	3h		

				. ugo <del>-</del>						
Part	V Type III Non-Functionally Integrated 509(a)(3) Supporting Org	gani	zations							
1	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 organ	nizat	ions must complete Section	ns A through E.						
Sec	ion 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								
Sec	ion 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):									
а	Average monthly value of securities	1a								
b	Average monthly cash balances	1b								
С	Fair market value of other non-exempt-use assets	1c								
d	Total (add lines 1a, 1b, and 1c)	1d								
е	<b>Discount</b> claimed for blockage or other factors (explain in detail in <b>Part VI</b> ):									
2	Acquisition indebtedness applicable to non-exempt-use assets	2								
3	Subtract line 2 from line 1d.	3								
4	Cash deemed held for exempt use. Enter 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								
Sec	ion 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	<b>Distributable Amount.</b> Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6								
7	Check here if the current year is the organization's first as a non-functional		ntegrated Type III supporti	ng organization						
	(see instructions).	. , .	2	J : J						

Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued) Part V Section D-Distributions **Current Year** 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 Administrative expenses paid to accomplish exempt purposes of supported organizations 3 4 Amounts paid to acquire exempt-use assets 4 Qualified set-aside amounts (prior IRS approval required - provide details in Part VI) 5 5 Other distributions (describe in Part VI). See instructions. 6 6 7 Total annual distributions. Add lines 1 through 6. 7 Distributions to attentive supported organizations to which the organization is responsive 8 (provide details in Part VI). See instructions. 8 Distributable amount for 2021 from Section C, line 6 9 9 10 10 Line 8 amount divided by line 9 amount (iii) (ii) **Underdistributions** Section E—Distribution Allocations (see instructions) Distributable **Excess Distributions** Pre-2021 Amount for 2021 Distributable amount for 2021 from Section C, line 6 2 Underdistributions, if any, for years prior to 2021 (reasonable cause required - explain in Part VI). See instructions. Excess distributions carryover, if any, to 2021 **a** From 2016 . . . . . From 2017 From 2018 **d** From 2019 From 2020 Total of lines 3a through 3e Applied to underdistributions of prior years Applied to 2021 distributable amount Carryover from 2016 not applied (see instructions) j Remainder. Subtract lines 3g, 3h, and 3i from line 3f. Distributions for 2021 from 4 Section D, line 7: Applied to underdistributions of prior years Applied to 2021 distributable amount Remainder. Subtract lines 4a and 4b from line 4. Remaining underdistributions for years prior to 2021, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI. See instructions. Remaining underdistributions for 2021. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI. See instructions. Excess distributions carryover to 2022. Add lines 3j and 4c. Breakdown of line 7: Excess from 2017 Excess from 2018 Excess from 2019 Excess from 2020 Excess from 2021 .

Schedule A (Form 990) 2021 Supplemental Information. Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part Part VI III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

#### SCHEDULE D (Form 990)

## **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.

OMB No. 1545-0047

Open to Public Inspection

Department of the Treasury Internal Revenue Service

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

Name of the organization Employer identification number Crossnore Communities for Children 56-0567980 Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" on Form 990, Part IV, line 6. (a) Donor advised funds (b) Funds and other accounts 1 Total number at end of year . . . . . . . . 2 Aggregate value of contributions to (during year) . 3 Aggregate value of grants from (during year) . . 4 Aggregate value at end of year . . . . . . . Did the organization inform all donors and donor advisors in writing that the assets held in donor advised 5 funds are the organization's property, subject to the organization's exclusive legal control? . . . . . . . . . ☐ Yes ☐ No 6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose ☐ Yes ☐ No **Conservation Easements.** Part II Complete if the organization answered "Yes" on Form 990, Part IV, line 7. 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 X Preservation of open space 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 Total acreage restricted by conservation easements . . . . 2b Number of conservation easements on a certified historic structure included in (a) . . . . 2c Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register 2d Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the 3 tax year ► Number of states where property subject to conservation easement is located ▶ Does the organization have a written policy regarding the periodic monitoring, inspection, handling of Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year 6 7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) 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. 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: 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: Assets included in Form 990. Part X . . . . . .

Part							
3	Using the organization's acquisition, ac collection items (check all that apply):	cession, and other rec	ords, check ar	ny of the follow	ving that make si	gnificant ι	ise of its
а	☐ Public exhibition	d	Loan or e	xchange progr	am		
b	☐ Scholarly research	е					
С	☐ Preservation for future generations						
4	Provide a description of the organizatio XIII.	n's collections and exp	plain how they	further the org	ganization's exem	pt purpos	e in Part
5	During the year, did the organization so assets to be sold to raise funds rather the						☐ No
Part	V Escrow and Custodial Arran	gements.					
	Complete if the organization a	nswered "Yes" on Fo	orm 990, Part	IV, line 9, or	reported an am	ount on F	-orm
	990, Part X, line 21.						
1a	Is the organization an agent, trustee, coincluded on Form 990, Part X?		-		other assets no	t Yes	— No
b	If "Yes," explain the arrangement in Part	XIII and complete the	following table	:			
	, ,	·	J		Ar	nount	
С	Beginning balance			10			
d	Additions during the year			10			
е	Distributions during the year			1e			
f	Ending balance			1f			
2a	Did the organization include an amount			ow or custodia	account liability	? X Yes	☐ No
b	If "Yes," explain the arrangement in Part	XIII. Check here if the	explanation ha	s been provide	ed on Part XIII .		
Par	V Endowment Funds.						
	Complete if the organization a	nswered "Yes" on Fo	orm 990, Part	IV, line 10.			
		(a) Current year (b) I	Prior year (c)	Two years back	(d) Three years back	(e) Four ye	ars back
1a	Beginning of year balance						
b	Contributions						
С	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 vear end bala	nce (line 1a. co	lumn (a)) held	as:		
a	Board designated or quasi-endowment		( 19,	(-),			
b	Permanent endowment ▶	%					
С	Term endowment ▶ %						
	The percentages on lines 2a, 2b, and 2c	should equal 100%.					
3a	Are there endowment funds not in the p		nization that ar	e held and ad	ministered for the	Э	
	organization by:					Y	es No
	(i) Unrelated organizations					3a(i)	
	(ii) Related organizations					3a(ii)	
b	If "Yes" on line 3a(ii), are the related orga	anizations listed as req	uired on Sched	dule R?		3b	
4	Describe in Part XIII the intended uses o	f the organization's en	dowment funds	3.			
Part	VI Land, Buildings, and Equipm	ent.					
	Complete if the organization a	nswered "Yes" on Fo	orm 990, Part	IV, line 11a.	See Form 990,	Part X, Iir	ie 10.
	Description of property	(a) Cost or other basis (investment)	(b) Cost or oth (other)		Accumulated epreciation	(d) Book	/alue
1a	Land	6,438,031				6,438	3,031.
b	Buildings	35,078,602	_	21	,241,804.	13,836	
c	Leasehold improvements	. , -			-		
d	Equipment	5,200,384		3	,966,513.	1,233	3,871.
e	Other	2,201,706			,294,737.		5,969.
Total.	Add lines 1a through 1e. (Column (d) mus					22,415	

Part VII	Investments – Other Securities.			· · · · · · · · · · · · · · · · · · ·
-	Complete if the organization answered "Yes" on For	rm 990, Part IV, lin	e 11b. See Form	990, Part X, line 12.
	(a) Description of security or category (including name of security)	(b) Book value		od of valuation: of-year market value
(1) Financial	derivatives			
(2) Closely h	eld equity interests			
(3) Other				
(A)				
(B)				
(C)				
(D)				
(E)				
(F)				
(G)				
(H)	(h)			
	mn (b) must equal Form 990, Part X, col. (B) line 12.) .			7
Part VIII	Investments—Program Related. Complete if the organization answered "Yes" on For	rm 000 Part IV lin	o 11a Soo Form	000 Part V line 12
	(a) Description of investment	(b) Book value	_ ` '	od of valuation: of-year market value
(4)				•
(1) (2)				
(3)				
(4)				
(5)				
(6)				
(7)				
(8)				
(9)				
Total. (Colu	mn (b) must equal Form 990, Part X, col. (B) line 13.) .			
Part IX	Other Assets.			
	Complete if the organization answered "Yes" on For	rm 990, Part IV, lin	e 11d. See Form	990, Part X, line 15.
	(a) Description			(b) Book value
(1)				
(2)				
(3)				
(4)				
(5)				
(6)				
(7)				
(8)	·			
(9)	mn (b) must equal Form 990, Part X, col. (B) line 15.)			
Part X	Other Liabilities.	<u> </u>		
PartA	Complete if the organization answered "Yes" on For	rm 000 Part IV lin	a 11a or 11f Saa	Form 990 Part Y
	line 25.	1111 000, 1 art 10, 1111	C 110 01 111. 000	Tomi 550, Fait A,
1.	(a) Description of liability			(b) Book value
(1) Federal in				(3) 2001. Taile
	onmental Remediation Liability			14,228.
(3)	Simercal Remediation Hubbilley			11,220.
(4)				
(5)				
(6)				
(7)				
(8)				
(9)				
	mn (b) must equal Form 990, Part X, col. (B) line 25.)			14,228.
2. Liability for	uncertain tax positions. In Part XIII, provide the text of the footn			nts that reports the
organization'	s liability for uncertain tax positions under FASB ASC 740. Checl	k here if the text of the	footnote has been p	provided in Part XIII .

Part	Reconciliation of Revenue per Audited Financial Statem Complete if the organization answered "Yes" on Form 990,		•	Retur	n.
1	Total revenue, gains, and other support per audited financial statements			1	26 200 710
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:			ı	26,398,710.
	Net unrealized gains (losses) on investments	2a	I		
a	Donated services and use of facilities	2b			
b					
C	Recoveries of prior year grants	2c	0.056.500		
d	Other (Describe in Part XIII.)		. , ,	0-	0 056 530
e	Add lines 2a through 2d			2e	-9,856,539.
3	Subtract line <b>2e</b> from line <b>1</b>	· ·		3	36,255,249.
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:	١.			
а	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIII.)	4b			
	Add lines 4a and 4b			4c	
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line			5	36,255,249.
Part				r Ket	urn.
	Complete if the organization answered "Yes" on Form 990,				
1				1	24,373,626.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:				
a	Donated services and use of facilities	2a			
b	Prior year adjustments	2b			
С	Other losses	2c			
d	Other (Describe in Part XIII.)	2d	522,345.		
е	Add lines <b>2a</b> through <b>2d</b>			2e	522,345.
3	Subtract line <b>2e</b> from line <b>1</b>			3	23,851,281.
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:				
а	Investment expenses not included on Form 990, Part VIII, line 7b	4a	-113,207.		
b	Other (Describe in Part XIII.)	4b			
С	Add lines <b>4a</b> and <b>4b</b>			4c	-113,207.
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, lir	ne 18.)		5	23,738,074.
Part					
	e the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a an				
2; Part	XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part	to pro	ovide any additional in	forma	tion.
Pt X	I, Line 2d: Remove Foundation and Cost of Sales				
Pt X	II, Line 2d: Remove Cost of Sales				
Pt I	V, Line 2b: Crossnore Holds Student Funds as cust	odia	n		
Pt I	I, Line 9: In 2020, the organization, received a	one-	time payment of	\$6.	5M
in e	xchange for signing a conservation easement with	an ui	naffliated non-	prof	it
orga	nization that limits the School's ability to deve	lop a	approximately 9	2 ac	reas
of la	and on their Winston-Salem campus. The easement re	estr:	icts the proper	ty f	rom
			<del>_</del>		
futu	re development and prohibits Crossnore from build	ing a	a permanent str	uctu	re
on th	nat acreage. The organization recorded an impairm	ent '	loss of \$2.145.	500	in
the a	accompanying consolidated statements of activities	s for	r the year ende	d Se	ptember
	2 40171010		7 302 3100		T
30,	2020 related to the decrease in the land value as	a r	esult of the li	mita	tion

Schedule D (F	(Form 990) 2021  Supplemental Information (continued)	Page <b>5</b>
Part XIII	Supplemental Information (continued)	
impose	ed on its use.	
<del>_</del>		
	·	

## **SCHEDULE G** (Form 990)

Supplemental Information Regarding Fundraising or Gaming Activities

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

► Attach to Form 990 or Form 990-EZ.

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

OMB No. 1545-0047

Department of the Treasury Internal Revenue Service Na

Name of the organization						Employer identifie	cation number
Crossnore Comm						56-0567980	
	<b>ising Activities.</b> 0 90-EZ filers are no				vered "Yes" on	Form 990, Part IV,	line 17.
1 Indicate whet	her the organization	raised funds tl	hrough any	of the follo	owing activities. (	Check all that apply.	
a   Mail solici	tations		e 🗆	Solicitat	ion of non-goverr	nment grants	
<b>b</b> Internet ar	nd email solicitations	S	f [	Solicitat	ion of governmen	t grants	
c  Phone sol	icitations		g 🗆		fundraising event	-	
d n-person	solicitations		•	•	· ·		
•		en or oral agree	ement with	any individ	dual (including off	icers, directors, trust	ees.
						fundraising services'	
		-	-		· · · · · · · · · · · · · · · · · · ·	nents under which th	
	at least \$5,000 by t						
•	•	J					
			(iii) Dial 6	alora la contactora		(v) Amount paid to	6-13 A
(i) Name and addre or entity (fu		(ii) Activity	custody o	draiser have r control of outions?	(iv) Gross receipts from activity	(or retained by) fundraiser listed in col. (i)	(vi) Amount paid to (or retained by) organization
			Yes	No			
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
Total				•			
		ization is regist	tered or lic	ensed to s	solicit contribution	ns or has been notifi	ed it is exempt from

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

			(a) Event #1	(b) Event #2	(c) Other events	(d) Total events
			Golf Tournament	Gold Tournament WS	1 (1)	(add col. (a) through col. (c))
Ф			(event type)	(event type)	(total number)	. "
nue	1	Gross receipts	84,390.	76,176.		160,566.
Revenue	•	Gross receipts	04,390.	70,170.		100,300.
ш	2	Less: Contributions				
	3	Gross income (line 1 minus				
		line 2)	84,390.	76,176.		160,566.
	4	Cash prizes				
	5	Noncash prizes				
						7
ses	6	Rent/facility costs				
per						
Direct Expenses	7	Food and beverages	20,039.	23,302.		43,341.
rec	8	Entertainment				
⊡	Ü					
	9	Other direct expenses .				
	10					43,341.
Do	11 rt II	Net income summary. Subtra	act line 10 from line 3, c	olumn (d)		117,225.
Pa	וו וו	Gaming. Complete if th \$15,000 on Form 990-E2	e organization answe 7 line 6a	ered "Yes" on Form s	990, Part IV, line 19,	or reported more than
O)		<b>,</b> , , , , , , , , , , , , , , , , , ,		(b) Pull tabs/instant		(d) Total gaming (add
Revenue			(a) Bingo	bingo/progressive bingo	(c) Other gaming	col. (a) through col. (c))
3eve						
Щ.	1	Gross revenue				
S	2	Cash prizes				
Direct Expenses	_	Odsii prizes				
(pe	3	Noncash prizes				
it E						
irec	4	Rent/facility costs				
	_	Other alive at a second				
	5	Other direct expenses .	Yes %	☐ Yes %	☐ Yes %	
	6	Volunteer labor	No No		□ No	
	7	Direct expense summary. Ad	ld lines 2 through 5 in c	olumn (d)		
	_	Nat annia in the	Culaturat lina 7 fuero li	ing 4 and comment (all)		
	8	Net gaming income summary	y. Subtract line / Irom ii	ine i, column (a)		
9		Enter the state(s) in which the or	ganization conducts ga	ming activities:		
	a I	s the organization licensed to co	onduct gaming activities	s in each of these states	s?	
	b I	If "No," explain:				
	-					
40	٠ <u>،</u>		aming liconoco roveless	l augnonded or termin	atod during the toy year	
10		If "Vaa " avvalain.	_	-		
	I					
	-					

Schedu	ule G (Form 990) 2021		Page <b>3</b>
11	Does the organization conduct gaming activities with nonmembers?	☐ Yes	☐ No
12	Is the organization a grantor, beneficiary or trustee of a trust, or a member of a partnership or other entity formed to administer charitable gaming?	☐ Yes	☐ No
13	Indicate the percentage of gaming activity conducted in:		
а	The organization's facility		<u></u> %
b	An outside facility		<u>%</u>
14	Enter the name and address of the person who prepares the organization's gaming/special events books and records:		
	Name ►		
	Address ▶		
15a	Does the organization have a contract with a third party from whom the organization receives gaming revenue?	☐ Yes	□ No
b	If "Yes," enter the amount of gaming revenue received by the organization ▶ \$ and the		
	amount of gaming revenue retained by the third party ► \$		
С	If "Yes," enter name and address of the third party:		
	Name ►		
	Address ▶		
16	Gaming manager information:		
	Name ►		
	Gaming manager compensation ► \$		
	Description of services provided ▶		
	□ Director/officer □ Employee □ Independent contractor		
17	Mandatory distributions:		
а	Is the organization required under state law to make charitable distributions from the gaming proceeds to		
	retain the state gaming license?	☐ Yes	☐ No
b	Enter the amount of distributions required under state law to be distributed to other exempt organizations or		
Dort	spent in the organization's own exempt activities during the tax year > \$	:::\ =:==  /	· / · · · · · · ·
Part	Supplemental Information. Provide the explanations required by Part I, line 2b, columns (in Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any addition See instructions.		

#### **SCHEDULE J** (Form 990)

Department of the Treasury Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.

▶ Attach to Form 990.

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

OMB No. 1545-0047

Open to Public Inspection

Name of the organization Crossnore Communities for Children

56-0567980

Employer identification number

Part	Questions Regarding Compensation			
10	Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form		Yes	No
ıa	990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.			
	☐ First-class or charter travel  ☐ Housing allowance or residence for personal use			
	☐ Travel for companions ☐ Payments for business use of personal residence			
	Tax indemnification and gross-up payments Health or social club dues or initiation fees			
	☐ Discretionary spending account ☐ Personal services (such as maid, chauffeur, chef)			
h	If any of the house on line to are checked, did the examination follows written notice regarding neumant			
b	If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to			
	explain	1b	×	
2	Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all			
	directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line			
	1a?	2	×	
3	Indicate which, if any, of the following the organization used to establish the compensation of the			
	organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.			
	✓ Compensation committee   ☐ Written employment contract			
	☐ Independent compensation consultant ☐ Compensation survey or study			
	☐ Form 990 of other organizations ☐ Approval by the board or compensation committee			
4	During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing			
	organization or a related organization:			
a	Receive a severance payment or change-of-control payment?	4a		×
b	Participate in or receive payment from a supplemental nonqualified retirement plan?	4b		×
С	Participate in or receive payment from an equity-based compensation arrangement?	4c		Ĥ
	The second and provide the applicable amounts for each termin har in.			
	Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.			
5	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any			
	compensation contingent on the revenues of:			
a	The organization?	5a		×
b	Any related organization?	5b		×
	If "Yes" on line 5a or 5b, describe in Part III.			
6	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any			
-	compensation contingent on the net earnings of:			
а	The organization?	6a		×
b	Any related organization?	6b		×
	If "Yes" on line 6a or 6b, describe in Part III.			
7	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed			
,	payments not described on lines 5 and 6? If "Yes," describe in Part III	7		×
8	Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject	<b>–</b>		<del>                                     </del>
-	to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe			
	in Part III	8		×
9	If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in			
	Regulations section 53.4958-6(c)?	9		

Schedule J (Form 990) 2021

## Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

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

CEO	reported
1 CEO	
Caroline Hart (i) 174,513. 0. 0. 7,094. 7,200. 188,807. 7  2 Chief External Relations Officer (ii) 0. 0. 0. 0. 0. 0. 0. 0. 0.  Angela Woods (i) 158,187. 0. 0. 0. 6,689. 7,200. 172,076. 6  3 Chief Operations Officer (ii) 0. 0. 0. 0. 0. 0. 0. 0. 0. 0. 0.  Sarah Norris (i) 163,397. 0. 0. 0. 9,993. 7,200. 180,590. 9  4 Chief Program Officer (ii) 0. 0. 0. 0. 0. 0. 0. 0. 0. 0. 0.  Teresa Huffman (i) 133,475. 0. 0. 0. 8,530. 7,200. 149,205. 8  5 Chief Financial Officer (ii) 0. 0. 0. 0. 0. 0. 0. 0. 0. 0. 0. 0. 0.	798.
2 Chief External Relations Officer   (ii)   0.   0.   0.   0.   0.   0.   0.   0	0.
Angela Woods (i) 158,187. 0. 0. 6,689. 7,200. 172,076. 6 3 Chief Operations Officer (ii) 0. 0. 0. 0. 0. 0. 0. 0. 0.  Sarah Norris (i) 163,397. 0. 0. 0. 9,993. 7,200. 180,590. 9 4 Chief Program Officer (ii) 0. 0. 0. 0. 0. 0. 0. 0. 0.  Teresa Huffman (i) 133,475. 0. 0. 0. 8,530. 7,200. 149,205. 8 5 Chief Financial Officer (ii) 0. 0. 0. 0. 0. 0. 0. 0. 0. 0.  (i) (i) (ii) (ii) (iii) (iii) (iii) (iiii) (iiiiiiii	,094.
3 Chief Operations Officer (i) 0. 0. 0. 0. 0. 0. 0. 0. 0. Sarah Norris (ii) 163,397 0. 0. 0. 9,993. 7,200. 180,590. 9 4 Chief Program Officer (ii) 0. 0. 0. 0. 0. 0. 0. 0. 0. 0. 0. 0. 0.	0.
Sarah Norris (i) 163,397. 0. 0. 9,993. 7,200. 180,590. 9 4 Chief Program Officer (ii) 0. 0. 0. 0. 0. 0. 0. 0.  Teresa Huffman (i) 133,475. 0. 0. 0. 8,530. 7,200. 149,205. 8 5 Chief Financial Officer (ii) 0. 0. 0. 0. 0. 0. 0. 0. 0.  (i) (ii) 7 (iii) 7 (iii) 8	,689.
## Chief Program Officer (ii)	0.
Teresa Huffman  5 Chief Financial Officer  (ii)  0. 0. 0. 8,530. 7,200. 149,205. 8  (i) (ii)  7  (ii) (ii) (iii)  8	,993.
5 Chief Financial Officer (ii) 0. 0. 0. 0. 0. 0. 0. 0. 0. 0. 0. 0. 0.	0.
(i) (ii) (ii) (iii) (iiii) (iiii) (iiii) (iiiii) (iiiiii) (iiiiiiii	,530.
6 (ii) (i) 7 (iii) (ii) 8 (iii)	0.
7 (ii) (ii) 8	
7 (ii) (i) (i) 8 (iii)	
8 (i) (ii)	
8 (ii)	
(i)	
9 (ii)	
10 (ii)	
11 (ii) (iii)	
12 (ii)	
13 (ii)	
(i)	
14 (ii)	
(i)	
15 (ii)	
(i)	

Schedule J (Form 990) 2021	Page 3
Part III Supplemental Information	
Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3,	4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part
for any additional information.	

## SCHEDULE O (Form 990)

#### 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.

2021

**Employer identification number** 

OMB No. 1545-0047

Open to Public Inspection

Department of the Treasury Internal Revenue Service Name of the organization ► Attach to Form 990 or Form 990-EZ.

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

56-0567980 Crossnore Communities for Children Pt VI, Line 5: The return is reviewed by CEO and CFO and then emailed to the full board for review Pt VI, Line 11b: Trustees are given a copy to review and feedback is requested. Pt VI, Line 12c: The board is ask to disclose conflicts annually. Pt VI, Line 15a: The HR department reviews the compensation for all key employees each year and compares to the market and adjustments are made as necessary Pt VI, Line 15b: The Board reviews the CEO compensation and adjusts it as necessary to meet the market.

(Rev. January 2022)

Department of the Treasury Internal Revenue Service

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

► File a separate application for each return. ► Go to www.irs.gov/Form8868 for the latest information. OMB No. 1545-0047

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

	cts, for which an extension request must be sent to f this form, visit <i>www.irs.gov/e-file-providers/e-file-</i> i			ctions). For more	deta	ils on th	ne electronic
Auton	natic 6-Month Extension of Time. Only subm	nit origina	I (no copies needed).				
	porations required to file an income tax return other se Form 7004 to request an extension of time to file			C filers), partnersl	hips,	REMIC	s, and trusts
				Taxpayer identificat	ion nu	ımbor (T	IKI)
Type o	"			56-0567980	.iOII IIC	illiber (1	,in)
print	Crossnore Communities for Chil Number, street, and room or suite no. If a P.O. bo			36-036/960			
File by th due date	le	, 300 man	detions.				
filing you	City town or post office state and ZIP code For	a foreign ag	ddress see instructions		$\overline{}$	<u> </u>	
return. Se nstructio	ee   ·	a lorcigir ac	daress, see instructions.				
rioti dotio	CLOSSHOLE MC 20010						
Enter th	he Return Code for the return that this application i	s for (file a	separate application for	each return) .			. 01
Applic		Return	Application				Return
Is For		Code	Is For				Code
	990 or Form 990-EZ	01	Form 1041-A				08
	4720 (individual)	03	Form 4720 (other than in	ndividual)			09
	990-PF	04	Form 5227				10
	990-T (sec. 401(a) or 408(a) trust)	05	Form 6069				11
	990-T (trust other than above)	06	Form 8870				12
Form	990-T (corporation)	07					
<ul><li>If the</li><li>If this</li><li>for the</li></ul>	whone No. ► (828)733-4305 organization does not have an office or place of but is is for a Group Return, enter the organization's four whole group, check this box ► If it ith the names and TINs of all members the extension	usiness in t r digit Grou t is for par	up Exemption Number (G	this box EN)		If th	▶□ nis is attach
2	I request an automatic 6-month extension of time the organization named above. The extension is fo  ▶ □ calendar year 20 or  ▶ ☑ tax year beginning Oct 1  If the tax year entered in line 1 is for less than 12 m  □ Change in accounting period	r the orgar	nization's return for:  21 , and ending Sep	30			
3a	If this application is for Forms 990-PF, 990-T, anonrefundable credits. See instructions.	4720, or 6	6069, enter the tentative	tax, less any	20	<b>.</b>	
	If this application is for Forms 990-PF, 990-T, 4	4720, or 6	069, enter anv refundab	ole credits and	3a	\$	0.
	estimated tax payments made. Include any prior ye	ear overpa	yment allowed as a credi	t.	3b	\$	0.
	<b>Balance due.</b> Subtract line 3b from line 3a. Inclusing EFTPS (Electronic Federal Tax Payment Sys			if required, by	3с	\$	0.
Caution	n: If you are going to make an electronic funds withdrawa	ıl (direct deb	oit) with this Form 8868, see	Form 8453-TE and			E for payment

#### Form **8879-TE**

## IRS e-file Signature Authorization for a Tax Exempt Entity

OMB No. 1545-0047

Department of the Treasury Internal Revenue Service

For calendar year 2021, or fiscal year beginning Oct 1  $\,$  , 2021, and ending Sep  $\,$  30 , 2022  $\,$ ▶ Do not send to the IRS. Keep for your records.

▶ Go to www.irs.gov/Form8879TE for the latest information. Name of filer EIN or SSN 56-0567980 Crossnore Communities for Children Name and title of officer or person subject to tax Brett Loftis, CEO Type of Return and Return Information Check the box for the return for which you are using this Form 8879-TE and enter the applicable amount, if any, from the return. Form 8038-CP and Form 5330 filers may enter dollars and cents. For all other forms, enter whole dollars only. If you check the box on line 1a, 2a, 3a, 4a, 5a, 6a, 7a, 8a, 9a, or 10a below, and the amount on that line for the return being filed with this form was blank, then leave line 1b, 2b, 3b, 4b, 5b, 6b, 7b, 8b, 9b, or 10b, whichever is applicable, blank (do not enter -0-). But, if you entered -0- on the return, then enter -0- on the applicable line below. **Do not** complete more than one line in Part I. **1a Form 990** check here . . ▶ 🔀 **b Total revenue.** if any (Form 990, Part VIII, column (A), line 12) 36,255,249. **b Total revenue,** if any (Form 990-EZ, line 9) . . . . . . . . Form 990-EZ check here . ▶ □ 2b 3a Form 1120-POL check here ▶ **b Total tax** (Form 1120-POL, line 22) . . . . 3b Form 990-PF check here . ▶ **b** Tax based on investment income (Form 990-PF, Part V, line 5) 4a 4b **b Balance due** (Form 8868, line 3c) . . . Form 8868 check here . . ▶ □ 5b Form 990-T check here . ▶ □ **b** Total tax (Form 990-T, Part III, line 4) . . . . . Form 4720 check here . . ▶ **b Total tax** (Form 4720, Part III, line 1) . . 7a 7b Form 5227 check here . . ▶ □ **b** FMV of assets at end of tax year (Form 5227, Item D) . . Form 5330 check here . . ▶ □ **b** Tax due (Form 5330, Part II, line 19) . . . . . . . . . . . . . . 9b 9a Form 8038-CP check here ▶ **b** Amount of credit payment requested (Form 8038-CP, Part III, line 22) 10a **Declaration and Signature Authorization of Officer or Person Subject to Tax** Part II Under penalties of perjury, I declare that 🗵 I am an officer of the above entity or 🗌 I am a person subject to tax with respect to (name , (EIN) of entity) and that I have examined a copy of the 2021 electronic return and accompanying schedules and statements, and, to the best of my knowledge and belief, they are true, correct, and complete. I further declare that the amount in Part I above is the amount shown on the copy of the electronic return. I consent to allow my intermediate service provider, transmitter, or electronic return originator (ERO) to send the return to the IRS and to receive from the IRS (a) an acknowledgement of receipt or reason for rejection of the transmission, (b) the reason for any delay in processing the return or refund, and (c) the date of any refund. If applicable, I authorize the U.S. Treasury and its designated Financial Agent to initiate an electronic funds withdrawal (direct debit) entry to the financial institution account indicated in the tax preparation software for payment of the federal taxes owed on this return, and the financial institution to debit the entry to this account. To revoke a payment, I must contact the U.S. Treasury Financial Agent at 1-888-353-4537 no later than 2 business days prior to the payment (settlement) date. I also authorize the financial institutions involved in the processing of the electronic payment of taxes to receive confidential information necessary to answer inquiries and resolve issues related to the payment. I have selected a personal identification number (PIN) as my signature for the electronic return and, if applicable, the consent to electronic funds withdrawal. PIN: check one box only ☐ I authorize to enter my PIN as my signature **ERO firm name** Enter five numbers, but on the tax year 2021 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I also authorize the aforementioned ERO to enter my PIN on the return's disclosure consent screen. 🗵 As an officer or person subject to tax with respect to the entity, I will enter my PIN as my signature on the tax year 2021 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I will enter my PIN on the return's disclosure consent screen. Signature of officer or person subject to tax > Date ► 02/13/2023 **Certification and Authentication** Part III **ERO's EFIN/PIN.** Enter your six-digit electronic filing identification number (EFIN) followed by your five-digit self-selected PIN. 5 3 6 9 0 Do not enter all zeros I certify that the above numeric entry is my PIN, which is my signature on the 2021 electronically filed return indicated above. I confirm that I am submitting this return in accordance with the requirements of Pub. 4163, Modernized e-File (MeF) Information for Authorized IRS e-file Providers for Business Returns. ERO's signature ▶ Date ▶

**ERO Must Retain This Form — See Instructions** Do Not Submit This Form to the IRS Unless Requested To Do So

## 990-EZ, 990, 990-T and 990-PF Information Worksheet

2021

Part I – Identifying Information	
Employer Identification Number . 56-0567980	
Name Crossnore Communities f	for Children
Doing Business As	
Address PO Box 249 ; 100 DAR Dr	rive Room/Suite
City Crossnore	State <u>NC</u> ZIP Code 28616
Province/State	Foreign Postal Code
Foreign Code Foreign Country	
Telephone Number         (828)733-4305         Extension.         318           Fax	Foreign Phone NoAddress thuffman@crossnore.org
Eligible for hurricane tax relief legislation benefits, check	c here
Part II – Type of Return	
For tax years beginning on or after July 2, 2019, section 310 exempt organizations be filed electronically. The appropriate electronic Filing Info	ectronic filing box(es) must be checked in ormation.
X Form 990 only Form 990-PF only Form 990-PF and Form 990-PF and Form 990-PF and Form 990-N (gross receipt only Form 990 to 990-EZ Data Transfer 990 imported data copied to the EZ OR for those not importing from	90-T ts \$50,000 or less)  Option: Check if you're filing the EZ & want
year 990 and now qualify to file the EZ this year, check this box to the IMPORTANT  Before transferring data from Form 990 to Form 990-EZ, filing Form 990 to 990-EZ" listed above in the Most Common S	refer to "How to transfer data from
Part III – Type of Organization	
X   501(c) Corporation/Association   3 (subsection number 501(c) Trust   (subsection number 4947(a)(1) Trust   408(e) Trust   401(a) Trust   Public College or University   Corporation/Association   Other (describe)   Or Trust   Or Trust   Corporation/Association   Other (describe)   Or Trust   Corporation/Association   Other (describe)   Or Trust   Corporation/Association   Other (describe)   Other   Corporation/Association   Other (describe)   Other   Corporation/Association   Other   Oth	
Part IV — Tax Year and Filing Information	
Calendar year  X Fiscal year — Ending month 9 Short year — Beginning date End	ding date
Change of Accounting Period	
X Check this box if the organization is enrolled in the Electronic	Federal Tax Payment System (EFTPS)

	ha arganization is -	nrivata farmala	ntion			
	he organization is a			Form 990-T	Form 990-PF	
Amount of 2020 overpay	ment credited to 20	U21 estimated t	ax			
Form 990-PF Form 990-PF					990-PF	
	Due	Date	Amount	Date	Amount	
Payment Quarters	Date	Paid	Paid	Paid	Paid	
1st Quarter Payment	01/18/22					
2nd Quarter Payment	03/15/22	_				
3rd Quarter Payment	06/15/22					
4th Quarter Payment	09/15/22					
·						
Additional Payment 1	_	_				
Additional Payment 2	_					
Additional Payment 3						
Additional Payment 4	_					
		l.				
art VI - Taxpayer Sig	nnature Informat	tion				
art vi - raxpayer on						
Officer's Name	Bret	t		Loftis		
Officer's SSN	251-	69-7745	Officer's Title	CEO		
Part VII – Electronic F	Filing Informatio	n				
IMPORTANT: Do not use the Miscellaneous Statement or Additional Information if filing Form 990 or Form 990-EZ. These statements will not be transmitted with the return. Use Schedule O or the applicable Supplemental Information for the appropriate Schedule.  QuickZoom to the Electronic Filing Information Worksheet						
QuickZoom to the Electronic Filing:  File the federal 99 File the state(s) el	onic Filing Informati 0, 990-EZ, 990-PF, 0-T <b>return</b> electron ectronically	on Worksheet or 990-N <b>retu</b> ically	rn electronically		<b>≻</b>	
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File the federal 99 File the state(s) el  * Select the state or state	onic Filing Information, 990-EZ, 990-PF, 0-T <b>return</b> electronically es to file electronical State(s) *	on Worksheet or 990-N retuinically ally. (Multiple st	rn electronically tates can be enter	ed)	▶	
File the federal 99 File the state(s) el  * Select the state or state	onic Filing Informati 0, 990-EZ, 990-PF, 0-T <b>return</b> electron ectronically es to file electronical	on Worksheet or 990-N retuinically ally. (Multiple st	rn electronically tates can be enter	ed)	, <b>&gt;</b>	
File Form 114 Rep	onic Filing Information, 990-EZ, 990-PF, 0-T return electronically es to file electronical State(s) *	on Worksheet or 990-N retuinically ally. (Multiple st	rn electronically tates can be enter	ed)	· · · · •	
File Form 114 Reg	onic Filing Information, 990-EZ, 990-PF, 0-T return electronically es to file electronical State(s) *	on Worksheet or 990-N returnically ally. (Multiple st	rn electronically tates can be enter	ed)	<b>▶</b>	
File Form 114 Reparatitioner PIN program	onic Filing Information, 990-EZ, 990-PF, 0-T return electronically es to file electronical State(s) *	on Worksheet or 990-N returnically ally. (Multiple st	rn electronically tates can be enter	ed)	, ▶	
File Form 114 Representationer PIN program  Silectronic Filing: File the federal 99 File the state(s) el * Select the state or state  File Form 114 Representationer PIN program  X Sign this return ele ERO entered PIN	onic Filing Information, 990-EZ, 990-PF, 0-T return electronically es to file electronically es to file electronically es to file electronically estate(s) *	on Worksheet or 990-N returnically ally. (Multiple state) k and Financial	rn electronically tates can be enter	ed)	, <b>&gt;</b>	
File Form 114 Representationer PIN program  Sign this return elegant  Sign this return elegant  Practitioner PIN program  Sign this return elegant  ERO entered PIN  Officer's PIN (enter any	onic Filing Information, 990-EZ, 990-PF, 0-T return electronically es to file electronically es to file electronically es to file electronically estate(s) *  Output of Foreign Bandon: ectronically using the source of the sourc	on Worksheet or 990-N returnically ally. (Multiple state) k and Financial he Practitioner R	rn electronically tates can be enter	ed)		
File Form 114 Reportationer PIN program  Sign this return electronic Filing:  File Form 114 Reportationer PIN program  Sign this return electronic Filing:  ERO entered PIN  Officer's PIN (enter any Date PIN entered	onic Filing Information, 990-EZ, 990-PF, 0-T return electronically es to file electronically es to file electronically es to file electronically estate(s) *  Doort of Foreign Bankers  ectronically using the structure of the str	on Worksheet or 990-N returnically ally. (Multiple state) k and Financial	rn electronically tates can be enter	ed)		
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File Form 114 Reportationer PIN program  X Sign this return ele ERO entered PIN Officer's PIN (enter any Date PIN entered	onic Filing Information, 990-EZ, 990-PF, 0-T return electronically es to file electronically es to file electronically es to file electronically estate(s) *  Doort of Foreign Bankers  ectronically using the structure of the str	k and Financial Practitioner Financial Practi	rn electronically tates can be enter Accounts (FBAR)	ed)	▶iically	

QuickZoom to Form 990-PF, Page 1	<b></b>
QuickZoom to Form 990-T, Page 1	<b>&gt;</b>
QuickZoom to Form 990-N, e-PostCard	<b>&gt;</b>
QuickZoom to Client Status	<b>&gt;</b>

teew0101.SCR 05/16/22



## 2021

# Electronic Filing Information Worksheet • Keep for your records

Name(s) shown on return Crossnore Communities for Children		Identifying number 56-0567980
Part I — State Electronic Filing:		1
Check this box to force state only filing for all states selected to	be filed electronically	
Part II — Electronic Return Originator Information		
The ERO Information below will automatically calculate based of	n the preparer code entered	on the return.
For returns that are prepared as a "Non-Paid Preparer" (XNP) o enter the EFIN for the ERO that is responsible for this return.		<u>&gt;561536</u>
For returns that are marked as a "Non-Paid Preparer" (XNP) or enter a PIN for the ERO that is responsible for filing return ERO Name	ERO Electronic Filers Identific	► ation Number (EFIN)
Crossnore Communities for Children ERO Address	ERO Employer Identification N	lumber
100 Dar Dr City State ZIP Code	ERO Social Security Number	or PTIN
<u>Crossnore</u> NC 28616 <u>Country</u>		
Part III — Paid Preparer Information		
Preparer Name Teresa Huffman  Address  100 Dar Drive  City Crossnore Country  Part IV — Selection of Additional Amended Returns  Enter the payment date to withdraw tax payment  Amount you are paying with the amended return  Check this box to file another federal amended return ele Check this box to file another 990-T amended return ele File another Amended Form 114 Report of Foreign Bank and F Check this box to file another state and/or city amended  * Select the state and/or city amended return(s) to file electron  State/City *	Preparer E-mail Address thuffman@crossnore  ctronically ctronically inancial Accounts (FBAR) elected return electronically	x Number 828)733-3250 .org
California State Exempt		

## **Smart Worksheets from your 2021 Federal Exempt Tax Return**

SMART WORKSHEET FOR: Form 8868: Application for Extension of Time to File an Exempt Organization Return

## Filing Address Smart Worksheet

Send Form 8868 to: Department of the Treasury

Internal Revenue Service Center

Ogden, UT 84201-0045



## Additional information from your 2021 Federal Exempt Tax Return

## Form 990: Return of Organization Exempt from Income Tax

## Other amt. not included

### **Itemization Statement**

Description	P	Amount
Total Contribution Revenue		24,334,696.
Gifts in Kind		171,428.
Special Events	7	-117,225.
Total		24,388,899.

## Form 990: Return of Organization Exempt from Income Tax Line 3, column (B)

#### **Itemization Statement**

Description		Amount
Unconditional Promises to Give Current		4,022,521.
Unconditional Promises to Give Noncurrent		5,715,490.
	Total	9,738,011.

## Form 990: Return of Organization Exempt from Income Tax Line 8, column (B)

#### **Itemization Statement**

	Description		Amount
Inventory			582,472.
Real Estate Held for Sale			152,000.
		Total	734,472.

## Form 990: Return of Organization Exempt from Income Tax Line 17, column (B)

#### **Itemization Statement**

Description	Amount
Accounts Payable	134,070.
Accrued Liabilities	446,346.
Accrued Compensated Absences	268,230.
Total	848,646.

## **Schedule D: Supplemental Financial Statements** Buildings col (c)

#### **Itemization Statement**

	Description	Amount
Land Improvements		1,876,786.
Buildings		19,365,018.
	Total	21,241,804.

## **Schedule D: Supplemental Financial Statements**

#### **Itemization Statement** Other col (a)

Description	Amount
Vehicles	1,722,591.

## **Schedule D: Supplemental Financial Statements**

## Other col (a)

#### **Itemization Statement**

Description	Amount
CIP	479,115.
Total	2,201,706.

## Schedule D: Supplemental Financial Statements

## Part XI, Line 2d

## **Itemization Statement**

Description	•	Amount
Investment Income (Loss)		-7,971,321.
Change in Beneficial Trust		-822,645.
Foundation Distribution		-1,584,918.
Cost of Goods SOld		522,345.
	Total	-9,856,539.

## **Schedule D: Supplemental Financial Statements**

## Part XII, Line 2d

## **Itemization Statement**

Description		Amount
Cost of Goods Sold		522,345.
	Total	522,345.

## Reminder Notes

Crossnore Communities for Children	56-0567980
EF Info Wks: Preparer's firm name	
Crossnore Communities for Children	