The Winona Community is a catalyst for igniting generosity and building the vibrant and enduring place we call home.
Dear Friends,

As we present this annual report to you, we do so acknowledging that 2021, while a better year for most, was still a challenge for many.

Through your generosity, and that of our many fundholders and donors, along with strong market growth, the Winona Community Foundation invested more than $1.9 million back into the amazing place we call home.

We thank and appreciate you.

Last year, we shared that through the COVID-19 Relief Fund, close to $110,000 was awarded to individuals and families who were under financial stress due to pandemic lockdowns and layoffs. In 2021, another $66,500 was awarded. Our promise to the community when we established the COVID-19 Relief Fund, was the Foundation would not take any money from the dollars contributed. With fewer than $19,000 remaining, our nonprofit partners are still seeing folks with need. We anticipate the fund will close within a couple months, with every penny dedicated to pandemic relief. This community should be proud of how you responded to your neighbors in need.

In addition to the COVID-19 Relief Fund, the Foundation's Community Grant program extended its focus in 2021 to providing financial relief to local nonprofits still recovering from the same shutdowns. By the Foundation’s second cycle, we were able to return to funding new opportunities as well as on-going challenges, and that is a good place to be.

The Winona Community Foundation board of directors and staff engaged in a strategic planning process and mission “reset” that has us on course to grow our assets to $25 million by 2025. Although our measure is assets – the real goal is to increase the dollars that are invested back into the community. This builds on our new mission to be a catalyst for igniting generosity and building the vibrant and enduring place we call home.

To all our donors, nonprofit partners, advisors, and others who have entrusted us with their generosity, and on behalf of the board of directors and staff, we thank you and appreciate you. We look forward to our continued work together as we look toward a bright tomorrow.

Thank you for another year of your support.

Our mission is to be a catalyst for igniting generosity and building the vibrant and enduring place we call home.

Educating the public about the practice of philanthropy and its benefit to both donors and the community.

Collaborating with other charitable organizations.

Stewarding, gathering and preserving philanthropic resources.

Connecting people and resources to causes with charitable intent to advance the public good.

Making grants to projects and causes that address both the needs and the opportunities present in the community.

The Winona Community Foundation has set its sights on bringing our new vision to life through our new mission.

After several months of collecting community input, strategic planning sessions, and engaging in transformational thinking, Andrew Guzzo, chair of the Winona Community Foundation, shared our new mission and vision at the 2021 Founders Event. We are excited to put this new mission into action.

At its heart, the Foundation exists to serve as a permanent source of charitable dollars for the benefit of all who live, work, and play in the wonderful place we call home. We do this through a variety of funds, especially endowments. The Foundation has the expertise and multitude of resources to help people and businesses maximize their charitable contributions.

When you consider our new mission, the Foundation is embracing its role as a catalyst by showing people how easy it can be to be purposeful in their giving. This generosity allows Winona and the surrounding area - the place we all call home - to thrive, succeed, and expand through opportunities.

Thank you for another year of your support.

Building Together

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Making grants to projects and causes that address both the needs and the opportunities present in the community.
### FINANCIAL SUMMARY

**Statement of Financial Position as of 12/31/2021:**

<table>
<thead>
<tr>
<th>Assets</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>227,970</td>
<td>75,171</td>
</tr>
<tr>
<td>Investments</td>
<td>18,734,314</td>
<td>16,189,339</td>
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<tr>
<td>Other Prepays</td>
<td>443</td>
<td>1,789</td>
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<tr>
<td>Property and equipment, net</td>
<td>793</td>
<td></td>
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<tr>
<td><strong>Total Current Assets</strong></td>
<td><strong>18,963,521</strong></td>
<td><strong>16,266,299</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Liabilities</th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Accounts Payable</td>
<td>6,932</td>
<td>7,203</td>
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<tr>
<td>Grants Payable</td>
<td>0</td>
<td>0</td>
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<tr>
<td><strong>Total Current Liabilities</strong></td>
<td><strong>6,932</strong></td>
<td><strong>7,203</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Net Assets</th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>General</td>
<td>2,361,597</td>
<td>1,811,258</td>
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<tr>
<td>Restricted or Designated</td>
<td>16,594,992</td>
<td>14,447,838</td>
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<td><strong>Total Net Assets</strong></td>
<td><strong>18,956,589</strong></td>
<td><strong>16,259,096</strong></td>
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<table>
<thead>
<tr>
<th>Support &amp; Revenue</th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions</td>
<td>2,844,784</td>
<td>1,276,533</td>
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<tr>
<td>Gifts in Kind</td>
<td>2,255</td>
<td>0</td>
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<tr>
<td>Investment Earnings</td>
<td>2,094,424</td>
<td>2,301,515</td>
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<tr>
<td>Other Revenue</td>
<td>460,845</td>
<td>306,507</td>
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<tr>
<td><strong>Total Support and Revenue</strong></td>
<td><strong>5,402,308</strong></td>
<td><strong>3,884,196</strong></td>
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<table>
<thead>
<tr>
<th>Expenditures</th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Community Grants</td>
<td>118,350</td>
<td>108,066</td>
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<tr>
<td>Advised Grants</td>
<td>1,798,654</td>
<td>1,764,613</td>
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<tr>
<td><strong>Total Grants</strong></td>
<td><strong>1,917,004</strong></td>
<td><strong>1,872,679</strong></td>
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<table>
<thead>
<tr>
<th>Operations and Investment Expenses</th>
<th>788,841</th>
<th>671,220</th>
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<tbody>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>2,705,845</strong></td>
<td><strong>2,543,899</strong></td>
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<tr>
<td>Excess of Revenue (expenditures)</td>
<td><strong>2,696,463</strong></td>
<td><strong>1,340,297</strong></td>
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<tr>
<td>Net Assets at beginning of year</td>
<td><strong>16,266,299</strong></td>
<td><strong>14,931,730</strong></td>
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<tr>
<td>Net Assets at end of year</td>
<td><strong>18,963,521</strong></td>
<td><strong>16,266,299</strong></td>
</tr>
</tbody>
</table>

The above limited financial information is un-audited.

Contact the Foundation office for complete audited financial statements.

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**DIRECTING FOR OUR DONORS**

1,180 **DONATIONS RECEIVED**

$3M **TOTAL CONTRIBUTIONS**

<table>
<thead>
<tr>
<th>Foundation Funds</th>
<th>Grants</th>
<th>Distributed</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>114</td>
<td>$18.2 Million</td>
</tr>
<tr>
<td>2020</td>
<td>202</td>
<td>$16.2 Million</td>
</tr>
<tr>
<td>2019</td>
<td>339</td>
<td>$14.9 Million</td>
</tr>
<tr>
<td>2018</td>
<td>1,081</td>
<td>$12.6 Million</td>
</tr>
<tr>
<td>2017</td>
<td>472</td>
<td>$14.1 Million</td>
</tr>
<tr>
<td>2016</td>
<td>2,301</td>
<td>$13.2 Million</td>
</tr>
</tbody>
</table>

**Total Contributions $1.9M**

**GRANTS BY PROGRAM AREA**

- **Human Services** 29.9%
- **Education** 12.1%
- **Religion** 13.6%
- **Health & Wellness** 9.1%
- **Relief** 1.7%
- **Disaster Relief** 1.7%
- **Other** 9.6%
- **Environment** 0.6%
- **Civic & Community Development** 6%
- **Arts, Culture & Humanities** 2.8%
- **Community Foundation Service Area** 68.7%
- **Disaster Relief** 1.7%
- **Youth Development** 1.7%
- **Civic & Community Development** 6%
- **Out of Region** 17.3%
- **Regional Outside Service Area (MN, WI)** 14%

**GRANTS BY REGION AREA**

- **Community Foundation Service Area** 68.7%
- **Out of Region** 17.3%
- **Regional Outside Service Area (MN, WI)** 14%

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winonacf.org | 5
We are grateful to those who choose to invest in the Winona Community Foundation’s mission through their contributions to our operations and community grant program. This list represents gifts made between January 1 and December 31, 2021. We make every effort to ensure the accuracy of this list, and regret any errors or omissions. If you find one, please contact the staff at the Foundation.

Anonymous (2)  
Art and Sol  
Elizabeth Bach  
Scott and Jane Biesanz  
Ted and Patti Biesanz Family Fund  
Mike and Julie Biggerstaff  
Sara and Jeff Brandon  
Rosemary Broughton  
Nancy and Jim Brown  
Walnut Street Dental Associates  
John and Emily Cassellius  
Eric Christensen and Donna Kamann  
David and Kathleen Christenson  
Dr. Charlotte Clark  
Mark Deter Memorial Fund  
Barbara Dufresne  
Fran Edstrom  
Cheri Eddy Crigler  
Vicki English  
Greg and Terri Evans  
Fred Fletcher and Shelly Smith-Fletcher  
Leslie Foote  
Frontstream  
Jean Galewski  
Greater Green Bay Community Foundation  
David and Caroline Gregerso  
Andrew and Dawn Guzzo  
Susan and Tim Hatfield Schwab Charitable  
Michael and Sue Hauser  
Amanda Hedlund  
Carol Heyl  
Suzanne Hoodecheck  
R Douglas and Patricia Hubbard  
Craig Weatherhead & Lynn Jaworski  
Mary Joyce  
Mark and Nancy Kristensen  
Dale E. and Linda K. Kukowski Fund  
Angela and Luke Lallemont  
Richard and Beverly Lindseth  
Laurie Lucas  
Paul and Patrice Malenke  
Denise and James McDowell  
John and Pat Meisch  
Mightycause Charitable Foundation  
Joseph Milano  
John and Shelley Milek  
Jonelle Moore  
Howard and Anah Munson  
Gerald and Patricia Neal  
Carole Nelson  
Bud Nystrom  
Nystrom Family Fund  
Anne Olsen Wagner  
Mandi and Todd Olson  
Geraldine O’Reilly  
Glen and Denise Palecek  
Jerry & Patricia Papenfuss  
Family Fund  
Richard and Denise Pflughoeft  
Colleen Guade  
Sherry Ristau  
Donald and Lori Rivers  
Randy Rosenberg  
Dr. Charles and Judy Shepard  
Peter Shortridge  
Carole Stever  
Scott and Kathleen Turner  
Venables Foundation  
Robert Webster and Dawn Church-Webster  
Aaron and Kristen Young

Our Donors Build Our Community

What do you want your philanthropy to look like? Do you want to be spontaneous with your giving, or do you tend to think long-term? Do you have a passion for one area of need, or are your interests many and varied? Regardless of your personal direction, the Foundation is here to connect you with the causes you love through wise-giving vehicles.

Community engagement allows each and everyone the ability to be involved in the greater good. Although our donors may not always be personally affected by these issues, they recognize their role in a world of collaboration and care. You have the power to make your community a better place.
Winona Farmers Market
$8,630
To support on-going operations and extra costs associated with upgraded technology to accept SNAP/EBT for payment. The Farmers Market fosters a healthy community and access to local food producers.

Ready Set School
$5,000
To send low-income, K-12 Winona County children to school with the school supplies they need for success.

Winona Area Chamber of Commerce REACH Program
$7,500
To support their REACH program which prepares high school students with careers and employment, bridging the gap between school curriculum and workforce needs.

Elder Network
$7,000
To support an emerging need due to COVID-19 to pivot their services for the elderly who are suffering isolation and loneliness. Monies will be used to provide telehealth access, education and mental health programs for this population.

Home & Community Options
$10,000
To cover unfunded needs caused by the pandemic including PPE/inflection control supplies and necessary technology equipment to safely conduct services.

Let’s Erase the Stigma
$3,000
To support and expand the organization’s budgeting and expungement classes including expungement fee assistance on a sliding scale.

Family & Children’s Center
$10,000
To support Matty’s Place, a program for children and vulnerable adults who are victims of abuse and maltreatment. This program, provided free to clients, lost state or federal grants as a result of COVID-19 changes.

Catholic Charities
$10,000
To support their MediAppS program which provides individuals with emergency assistance for prescription medications. The funding supported the administration of the program because they lost a critical funding source. Prescriptions are paid for by the Emergency Assistance Fund at the Foundation.

Winona Volunteer Services
$7,500
To improve the food shelf experience for clients by using shelving units instead of boxes, reducing waste and shopping time and hopefully encouraging more people to use the food shelf.

Hiawatha Valley Mental Health Center
$10,000
To support lodging services for individuals with severe mental illness, HVMHC is the only organization in Southeastern Minnesota that provides board and lodge for adults with serious and persistent mental illness.

Frozen River Film Festival
$10,000
To fund a hybrid (virtual and in-person) 2022 festival, as well as mission-critical support due to major cuts in regional and statewide arts-related funding.

Minnesota Marine Art Museum
$8,630
To support “Seasonal Saturdays,” a quarterly program providing $1 admission, arts materials, activities, demonstrations and transportation.

Winona State Bridges Health
$3,000
To support wellness outreach to 150 Winona area families by WSU nursing and allied health students (100 families during 2020 pilot year). This included a monthly wellness magazine and in-person delivery of activity kits.

Season Fund
$10,000
To support “Seasonal Saturdays,” a quarterly program providing $1 admission, arts materials, activities, demonstrations and transportation.

Engage Winona
$10,000
To fund a project called Lived Experience Leader training. This is a second cohort initiative for up to 15 pairs of community leader mentors and community members. The program is designed to teach and build community engagement skills and leadership techniques, break down barriers, and encourage community-driven initiatives.

What are Community Grant Awards?
An important part of the Winona Community Foundation’s mission is realized through awarding community grants to meet the ever-changing needs of the community through a competitive process. By doing so, a variety of interests are supported with the goal of helping local charities make a difference in the Winona area. Our community grants for nonprofits are broad and inclusive to meet the current community needs in the Winona area.

Funds to support the Community Grant program are made possible in part through gifts made through wills from: Ramona L. Jezewski English and Wilmer & Beverly Larson. Community grants are also supported by individual donors and a percentage of Board designated funds including: the Thomas H. Laken Fund, the Sue & Jack Cornwell Fund, and the General Trust fund of the Winona Community Foundation.
The Community Grant program began in 1988, one year after the Foundation was created, in large part because of a direct gift from C. Paul and Irene G. Venables Foundation. The Foundation awarded two grants totaling $965, one to Winona ORC and one to Winona Civic Music. It was a small yet mighty start for the competitive grant program that has become an essential program for local nonprofits.

From 1988 to 2004, the available funds for the Community Grant Program grew steadily. In 2004, the staff at the Winona Community Foundation held its first annual Celebrity Night fundraiser to support the Community Grant Program. In 2005, the grant program continued to grow to $76,406. After the recession in 2008, the Foundation’s future was unsteady, so the Board suspended the Community Grant Program to ensure the future of the Foundation.

In 2012, a generous and unexpected gift left in a will by Beverly Larson helped bolster the community grant program again, starting in 2013. In 2017, the Board of Directors made the bold decision to give a percentage of board designated funds back out through the Community Grant program starting in 2018.

In 2021, the Winona Community Foundation celebrates two major milestones for their competitive Community Grant Program. The first is reaching over $100,000 in total dollars available to grant for 2021. The second is cumulative giving from the competitive community grant program reaching $1 million since its inception.

In February 2021, a community survey was co-developed by TPI and Foundation staff to invite community feedback on Foundation strategy, leadership, visibility, operations, and community perceptions of the Foundation and its work. This assessment was conducted through online and print outreach to encourage community survey participation. Goals of the assessment were to:

1. Highlight community perceptions of the Winona Community Foundation, our leadership and our work.
2. Identify perceived strengths, opportunities, and potential areas for Foundation improvement.
3. Raise up community views as input that will enable the Foundation Board and staff to identify priorities & help inform strategic planning.

82% of respondents who identified as WCF grantees indicated feeling very positive that the Foundation is a responsive grantmaker and grantee partner. 86% of respondents see the Foundation as a leader in the community. 73% of respondents feel the Foundation is effective as a philanthropic resource for the community.
The Golf Event raised $27,500 from 33 sponsors which went directly into the Community Grant Fund for Cycle 2.

The Winona Community Foundation hosted our 1st Annual Charity Golf outing on June 25, 2021 at the Bridges Golf Course. The purpose of the event was to help local charities make a difference in the Winona area.

By participating in this event, sponsors and volunteers were directly supporting the competitive Community Grant program that benefits local nonprofits. Each year, the Foundation receives grant requests that far outweigh the available dollars to grant out.

A special thank you to our major Augusta sponsor, the Helen Leaf Haun Fund, for their kindness through their $5,000 sponsorship. A big thank you to our Shinnecock sponsor, Bob Kierlin and Mary Burrichter, for their kindness through their $3,000 sponsorship. A thank you to the driving force behind the event, Kevin O’Reilly, and the 2021 Winona Community Foundation Golf Committee including Sue O’Reilly, Bob Leaf, Tom Wynn, Mandi Olson, and Zoe Kwitek. A thank you to all of our other sponsors, participants, and volunteers. Each and every one of you was an agent in making this event possible.

On October 6, 2021, Phil Feiten was honored as the 2021 recipient of the Winona Community Foundation Founders Award. This award is given to an individual in the community who has demonstrated an extraordinary commitment to improving life in the Winona area through the use of their time, talent and treasure.

“It’s truly the people that make the community.”

Individuals selected to receive the award have the opportunity to grant $7,500 dollars from the Founders Endowment Fund to a charity of their choice. The Founders Endowment Fund was created in 2003 to honor all of the individuals who planted the seed for the start of the Winona Community Foundation in the 1980s.

What does Winona mean to Phil? He conveys, “I love everything about Winona. It’s a good place to live and raise a family, and the people are supportive. Winona has been good to me.”

The next annual Founders Event will take place on October 6, 2022. Nominations for the award are accepted from community members with the Winona Community Foundation selecting the recipients from these nominations.
FOUNDATION FUNDS

AGENCY ENDOWMENT FUNDS
This type of fund serves a variety of nonprofit organizations seeking to benefit from its investment expertise. This allows them to focus on delivering on their mission.

Anonymous (2)  Big Brothers Big Sisters Endowment  Clara Barton Red Cross  Friends and Debrah Miller Kanaber Library  Margaret Simpson Home dba Family & Children’s Center  St. Charles Area Hospice Endowment  Winona Friendship Center Activity Council  Winona Volunteer Services - Endowment

BOARD DESIGNATED FUNDS
These funds are those which the Foundation Board of Directors is responsible for making grant distributions to benefit the greater community. Anyone is invited and encouraged to contribute to these funds.

Donna Helble  Founders  Jack and Sue Cornwell Memorial  Ramona L. Jezewski  Thomas H. Laken, Sr.  Admin Endowment  Wilmer L. and Beverly A. Larson

FIELD OF INTEREST FUNDS
These funds are broad in purpose and allow donors to target their giving to reflect a passion for a particular cause or area of interest. The Board of Directors of the Foundation is responsible for making grants to charities that align with the field of interest. Anyone is invited to establish a new or contribute to an existing field of interest fund.


SCHOLARSHIP FUNDS
Many people want to pay tribute to a loved one or assist young people pursuing a career goal similar to their own. Establishing a scholarship fund at the Foundation is one way to accomplish this.

Brianna Grace Vitek Scholarship  Gomez Montessori Scholarship  Jack Rader Scholarship  Morrie Miller Memorial Scholarship  Rotary Ambassadors Visitor  Rottinghaus Company Scholarship  Winona Daily News Above and Beyond Scholarship*

FOUNDATION FUNDS

SPECIAL PURPOSE FUNDS
This type of fund may have a specific purpose, criteria, or time period attached to them and often have multiple contributors.

Homer Civic Association  Landon We-no-nah Fountain  Masonic Temple Restoration  Rushes Wilderness Foundation  Winona Community Foundation COVID-19 Relief  Winona Park Development  Winona Park Development - Dog Park  Winona Park Development - Every Child’s Dream  World Fair

FISCAL SPONSOR FUNDS
The Winona Community Foundation will serve as a fiscal sponsor to charitable causes that benefit from the Foundation’s charitable status. Some fiscal sponsorships are in place to assist a new nonprofit before it secures its own IRS letter of determination.

Anthem Skate Park*  BKS5 Youth  Dive and Rescue of Winona  Friends of Treatment Court  Friends of Winona Parks*  Goodfellows  Nordic Ski Club of Winona  Ready Set School  Resilient Winona County*  Sandbar Storytelling Festival*  Steamboat Days of Winona  Winona Area Toys for Kids  Winona Nonprofit Alliance  Winona Park Development - Disc Golf Course*  Winona Rotary Charitable Fund*  Winona’s Little Warriors Drumline*

DONOR ADVISED FUNDS
This type of fund gives donors the flexibility and benefit to make gifts to their funds and direct grants to the nonprofits of their choice. Your fund’s assets are co-mingled and invested with those of the Foundation. Fundholders receive an immediate tax deduction when establishing or adding to a fund, benefit from investment growth, and support the causes they love.


*Fund opened in 2021
After doing their research, they consistently found themselves looking at the Winona Community Foundation as the right partner for their philanthropy. They saw the double benefit of being able to direct grants to the causes they cared about while supporting their local community foundation as they would a local small business. Their financial advisor gave them the final bit of confidence they needed after confirming the added benefit to the community.

When they initially started their fund, the motive was based on tax incentives. Tom states, “especially with the new tax laws, making it hard to itemize, giving back may be more discouraging to those that would’ve given before... but the purpose of the donor advised fund is maximizing the giving”. In addition to accepting a variety of assets to establish a fund, the Foundation invests those contributions to grow your fund (tax-free).

In 2019 when the DeMarais established their fund, the Winona Community Foundation offered 20% matching dollars for newly established Donor Advised Funds up to $5,000. Tom said, “The matching dollars program showed us that the Foundation was not trying to make money off this, but they are instead just providing a service to the community. If I would’ve been on the fence, that immediate 20% gain was phenomenal. It was a no-brainer.”

Since starting their Donor Advised Fund, they have recommended the Foundation to other new fund advisors. The easy, accessible, and rewarding features were talking points.

“With the Foundation, you know it’s going local - and meeting the needs in the community.”

Tom and Annmarie DeMarais were already making a difference in the greater Winona community through their charitable giving, but in 2019, they took an extra step to stream line their giving while maximizing the tax benefits. They established the Tom and Annmarie DeMarais Fund, a donor advised fund, with the Winona Community Foundation.

By starting a Donor Advised Fund, they maximized their ability to utilize a simple, flexible, and tax-effective way to give back to their favorite causes and organizations in their timeframe.

When you establish a Donor Advised Fund (DAF) at the Winona Community Foundation, you make an irrevocable gift to the Foundation and receive an immediate tax deduction for the gift. In exchange, you retain the right to name the fund, recommend grants from the fund, and to name successor advisors.

“My initial perception of the Foundation was that a couple families gave to the Foundation, and that’s how it operates. Now I understand that it’s a community asset as more people have access to it.”

The DeMaraises had browsed different Donor Advised Fund options, talked to charitable organizations that had received grants from the Winona Community Foundation, talked to others who have a Donor Advised Fund at the Foundation, and had sought out advice from their financial advisor.

“You’re supporting a Winona organization that’s supporting our community - you can keep your giving in Winona.”

“Your goal is to build the fund up larger. Our first goal was to use it for tax-purposes and ease of use, but now the goal is to build it up to be a direct part of the giving back happening in Winona.”

Tom and Annmarie DeMarais are catalysts for igniting generosity, and building the enduring place we call home.

Regardless of your donation amount, or personal direction, the Foundation ensures you can still be charitable and have the ability to support the causes you believe in.

If you’re interested in learning how you can achieve your charitable goals and maximize your tax incentives in a simple process, contact the Foundation today to learn more. We want to connect you with the causes you love through wise-giving vehicles.

“It’s a great vehicle to keep better track of your giving. In terms of reporting, we don’t have to track our donations – it’s all in one place. The personal community touch is so important. The staff is accessible, and the board is full of good-sounding people. When the Foundation sends out reports and releases stories, I can read the impact my contributions have had.”

The DeMarais’ philanthropic goals are to continue their support as long as possible.

“It’s great to know you’re apart of the good that’s being done by the Foundation.”
We want to connect you with causes you love.

The Winona Community Foundation is a community leader and resource for giving and granting in the Winona area. We serve nonprofits and donors, big and small.
Give a gift to Winona... Forever.