

Form **990**

## Return of Organization Exempt From Income Tax

OMB No. 1545-0047

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

# 2021

Department of the Treasury  
Internal Revenue Service

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

Open to Public Inspection

<b>A</b> For the <b>2021</b> calendar year, or tax year beginning and ending																													
<b>B</b> Check if applicable:  Address change Name change Initial return Final return/terminated Amended return Application pending	<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td colspan="2"><b>C</b> Name of organization Houston Zoo, Inc.</td> <td><b>D</b> Employer identification number 74-1590271</td> </tr> <tr> <td colspan="2">Doing business as</td> <td rowspan="2"><b>E</b> Telephone number 713-533-6501</td> </tr> <tr> <td>Number and street (or P.O. box if mail is not delivered to street address)</td> <td>Room/suite</td> </tr> <tr> <td colspan="2">1513 Cambridge</td> <td rowspan="2"><b>G</b> Gross receipts \$ 99,249,544.</td> </tr> <tr> <td colspan="2">City or town, state or province, country, and ZIP or foreign postal code Houston, TX 77030</td> </tr> <tr> <td colspan="2"><b>F</b> Name and address of principal officer: Lee Ehmke same as C above</td> <td><b>H(a)</b> Is this a group return for subordinates? ..... Yes <input checked="" type="checkbox"/> No</td> </tr> <tr> <td colspan="2"><b>I</b> Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) 501(c) ( ) ◀ (insert no.) 4947(a)(1) or 527</td> <td><b>H(b)</b> Are all subordinates included? Yes No If "No," attach a list. See instructions</td> </tr> <tr> <td colspan="2"><b>J</b> Website: ▶ <a href="http://www.houstonzoo.org">www.houstonzoo.org</a></td> <td><b>H(c)</b> Group exemption number ▶</td> </tr> <tr> <td colspan="2"><b>K</b> Form of organization: <input checked="" type="checkbox"/> Corporation Trust Association Other ▶</td> <td><b>L</b> Year of formation: 1920</td> </tr> <tr> <td colspan="2"></td> <td><b>M</b> State of legal domicile: TX</td> </tr> </table>	<b>C</b> Name of organization Houston Zoo, Inc.		<b>D</b> Employer identification number 74-1590271	Doing business as		<b>E</b> Telephone number 713-533-6501	Number and street (or P.O. box if mail is not delivered to street address)	Room/suite	1513 Cambridge		<b>G</b> Gross receipts \$ 99,249,544.	City or town, state or province, country, and ZIP or foreign postal code Houston, TX 77030		<b>F</b> Name and address of principal officer: Lee Ehmke same as C above		<b>H(a)</b> Is this a group return for subordinates? ..... Yes <input checked="" type="checkbox"/> No	<b>I</b> Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) 501(c) ( ) ◀ (insert no.) 4947(a)(1) or 527		<b>H(b)</b> Are all subordinates included? Yes No If "No," attach a list. See instructions	<b>J</b> Website: ▶ <a href="http://www.houstonzoo.org">www.houstonzoo.org</a>		<b>H(c)</b> Group exemption number ▶	<b>K</b> Form of organization: <input checked="" type="checkbox"/> Corporation Trust Association Other ▶		<b>L</b> Year of formation: 1920			<b>M</b> State of legal domicile: TX
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<b>Part I Summary</b>	
<b>Activities &amp; Governance</b>	<b>1</b> Briefly describe the organization's mission or most significant activities: <u>To connect communities with animals, inspiring action to save wildlife.</u>
	<b>2</b> Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.
	<b>3</b> Number of voting members of the governing body (Part VI, line 1a) ..... <b>3</b> 32
	<b>4</b> Number of independent voting members of the governing body (Part VI, line 1b) ..... <b>4</b> 32
	<b>5</b> Total number of individuals employed in calendar year 2021 (Part V, line 2a) ..... <b>5</b> 528
	<b>6</b> Total number of volunteers (estimate if necessary) ..... <b>6</b> 505
	<b>7 a</b> Total unrelated business revenue from Part VIII, column (C), line 12 ..... <b>7a</b> 1,840. <b>b</b> Net unrelated business taxable income from Form 990-T, Part I, line 11 ..... <b>7b</b> 0.
<b>Revenue</b>	<b>8</b> Contributions and grants (Part VIII, line 1h) ..... <b>Prior Year</b> 27,412,831. <b>Current Year</b> 37,880,468.
	<b>9</b> Program service revenue (Part VIII, line 2g) ..... 26,278,051. 43,094,018.
	<b>10</b> Investment income (Part VIII, column (A), lines 3, 4, and 7d) ..... 637,011. 3,518,732.
	<b>11</b> Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) ..... 52,558. -4,426.
	<b>12</b> Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) ..... 54,380,451. 84,488,792.
<b>Expenses</b>	<b>13</b> Grants and similar amounts paid (Part IX, column (A), lines 1-3) ..... 2,228,013. 2,356,074.
	<b>14</b> Benefits paid to or for members (Part IX, column (A), line 4) ..... 0. 0.
	<b>15</b> Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) ..... 24,034,159. 24,563,070.
	<b>16a</b> Professional fundraising fees (Part IX, column (A), line 11e) ..... 43,000. 120,000. <b>b</b> Total fundraising expenses (Part IX, column (D), line 25) ▶ 3,221,834.
	<b>17</b> Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) ..... 19,050,784. 21,394,058.
	<b>18</b> Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) ..... 45,355,956. 48,433,202.
	<b>19</b> Revenue less expenses. Subtract line 18 from line 12 ..... 9,024,495. 36,055,590.
<b>Net Assets or Fund Balances</b>	<b>20</b> Total assets (Part X, line 16) ..... <b>Beginning of Current Year</b> 285,541,904. <b>End of Year</b> 327,462,677.
	<b>21</b> Total liabilities (Part X, line 26) ..... 35,785,281. 43,412,630.
	<b>22</b> Net assets or fund balances. Subtract line 21 from line 20 ..... 249,756,623. 284,050,047.

<b>Part II Signature Block</b>																
Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.																
<b>Sign Here</b>	<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td>▶ <u>Electronically Filed</u> Signature of officer</td> <td>Date</td> </tr> <tr> <td>▶ Jeri Nordbrock, CFO Type or print name and title</td> <td></td> </tr> </table>	▶ <u>Electronically Filed</u> Signature of officer	Date	▶ Jeri Nordbrock, CFO Type or print name and title												
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<b>Paid Preparer Use Only</b>	<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td>Print/Type preparer's name Barbara Murphy</td> <td>Preparer's signature <u>Barbara Murphy</u></td> <td>Date 10/28/22</td> <td>Check if self-employed <input type="checkbox"/></td> <td>PTIN P01386215</td> </tr> <tr> <td>Firm's name ▶ Blazek &amp; Vetterling</td> <td colspan="2">Firm's EIN ▶ 76-0269860</td> <td colspan="2"></td> </tr> <tr> <td>Firm's address ▶ 2900 Wesleyan, Suite 200 Houston, TX 77027</td> <td colspan="4">Phone no. 713-439-5739</td> </tr> </table>	Print/Type preparer's name Barbara Murphy	Preparer's signature <u>Barbara Murphy</u>	Date 10/28/22	Check if self-employed <input type="checkbox"/>	PTIN P01386215	Firm's name ▶ Blazek & Vetterling	Firm's EIN ▶ 76-0269860				Firm's address ▶ 2900 Wesleyan, Suite 200 Houston, TX 77027	Phone no. 713-439-5739			
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May the IRS discuss this return with the preparer shown above? See instructions  Yes  No

Part III Statement of Program Service Accomplishments

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

1 Briefly describe the organization's mission: See Schedule O

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

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? [ ] Yes [X] No

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses.

4a (Code: ) (Expenses \$ 38,489,651. including grants of \$ ) (Revenue \$ 42,359,662. ) See Schedule O

4b (Code: ) (Expenses \$ 3,015,389. including grants of \$ 2,356,074. ) (Revenue \$ ) See Schedule O

4c (Code: ) (Expenses \$ 1,151,340. including grants of \$ ) (Revenue \$ 734,356. ) See Schedule O

4d Other program services (Describe on Schedule O.) (Expenses \$ including grants of \$ ) (Revenue \$ )

4e Total program service expenses 42,656,380.

**Part IV Checklist of Required Schedules**

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

Part IV Checklist of Required Schedules (continued)

Table with 3 columns: Question ID, Question Text, Yes, No. Rows include questions 22 through 38 regarding grants, compensation, tax-exempt bonds, excess benefit transactions, and contributions.

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V [ ]

Table with 3 columns: Question ID, Question Text, Yes, No. Rows include questions 1a, 1b, and 1c regarding Form 1096, Forms W-2G, and backup withholding rules.

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

Table with columns for question number, question text, and Yes/No checkboxes. Includes questions 2a through 17 regarding employee counts, tax filings, and organizational activities.

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

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

Section A. Governing Body and Management

Table with 3 columns: Question, Yes, No. Rows include 1a (32), 1b (32), 2, 3, 4, 5, 6, 7a, 7b, 8a, 8b, 9.

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

Table with 3 columns: Question, Yes, No. Rows include 10a, 10b, 11a, 11b, 12a, 12b, 12c, 13, 14, 15a, 15b, 16a, 16b.

Section C. Disclosure

- 17 List the states with which a copy of this Form 990 is required to be filed None
18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection.
19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
20 State the name, address, and telephone number of the person who possesses the organization's books and records Jeri Nordbrock - 713-533-6750 1513 Cambridge, Houston, TX 77030

**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 nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) Lee Ehmke President & CEO	40.00			X			459,015.	0.	12,712.	
(2) Sheryl Kolasinski COO	40.00			X			258,641.	0.	12,405.	
(3) Jeri Nordbrock CFO	40.00			X			225,730.	0.	6,668.	
(4) Mark Van Wickler Exhibit Design Director	40.00					X	200,194.	0.	11,315.	
(5) Roberto Espinosa VP Development	40.00			X			177,887.	0.	12,719.	
(6) Trazanna Moreno VP Marketing	40.00					X	185,421.	0.	5,114.	
(7) Scott Mestayer Technology Director	40.00					X	170,161.	0.	17,649.	
(8) Kristin Finney VP Human Resources	40.00					X	164,498.	0.	12,942.	
(9) James Hutchinson Director of Finance	40.00					X	164,858.	0.	4,602.	
(10) Stacy Methvin Board Chair	4.00	X		X			0.	0.	0.	
(11) Joe Cleary Vice Chair	1.00	X		X			0.	0.	0.	
(12) Cullen Geiselman Vice Chair	1.00	X		X			0.	0.	0.	
(13) Robert Graham Vice Chair thru 06/21	1.00	X		X			0.	0.	0.	
(14) Jill Jewett Vice Chair	1.00	X		X			0.	0.	0.	
(15) Jim Postl Vice Chair	1.00	X		X			0.	0.	0.	
(16) Molly Voorhees Vice Chair as of 07/21	1.00	X		X			0.	0.	0.	
(17) Kimberly McKay Treasurer	1.00	X		X			0.	0.	0.	

**Part VII** Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(18) Sami Ahmad Board Member	1.00	X						0.	0.	0.
(19) Roxanne Almaraz Board Member	1.00	X						0.	0.	0.
(20) Bill Barnett Member Emeritus	1.00	X						0.	0.	0.
(21) Carlos Bueno Board Member	1.00	X						0.	0.	0.
(22) Joshua Davidson Board Member	1.00	X						0.	0.	0.
(23) Mike Dishberger Board Member	1.00	X						0.	0.	0.
(24) Jeff Dudderar Board Member	1.00	X						0.	0.	0.
(25) Anne Duncan Member Emeritus	1.00	X						0.	0.	0.
(26) Robert Edwards Board Member	1.00	X						0.	0.	0.
<b>1b Subtotal</b>								2,006,405.	0.	96,126.
<b>c Total from continuation sheets to Part VII, Section A</b>								0.	0.	0.
<b>d Total (add lines 1b and 1c)</b>								2,006,405.	0.	96,126.

**2** Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization 28

	Yes	No
<b>3</b> Did the organization list any <b>former</b> officer, director, trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		X
<b>4</b> For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>	X	
<b>5</b> Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>		X

**Section B. Independent Contractors**

**1** Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
Tellepsen Builders 777 Benmar Suite 400, Houston, TX 77060	Construction	24,656,618.
SSA Group, LLC 4624 Central Park Blvd, Denver, CO 80238	Food Services	1,763,526.
Strike Marketing 906 Rutland St, Houston, TX 77008	Advertising	1,130,318.
Bright Lights of Houston 12407 Sowden Rd, Houston, TX 77080	Lighting	987,435.
Studio Hanson / Roberts, 250 Madrona Way Ste 220, Bainbridge Island, WA 98110	Architect	915,934.

**2** Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization 33

See Part VII, Section A Continuation sheets



(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(27) Jenny Elkins Board Member	1.00	X						0.	0.	0.
(28) Kerry Galvin Board Member	1.00	X						0.	0.	0.
(29) Amy Garrou Board Member	1.00	X						0.	0.	0.
(30) Eureka Gilkey Board Member	1.00	X						0.	0.	0.
(31) Marty Goossen Board Member	1.00	X						0.	0.	0.
(32) Gillian Hobson Board Member	1.00	X						0.	0.	0.
(33) Tandra Jackson Board Member	1.00	X						0.	0.	0.
(34) Myrtle Jones Board Member	1.00	X						0.	0.	0.
(35) Sanjay Kalavar Board Member	1.00	X						0.	0.	0.
(36) Peggy Kostial Board Member	1.00	X						0.	0.	0.
(37) Jennifer Laporte Board Member	1.00	X						0.	0.	0.
(38) Claire Liu Board Member	1.00	X						0.	0.	0.
(39) Kelley Lubanko Board Member	1.00	X						0.	0.	0.
(40) Clay Neff Board Member	1.00	X						0.	0.	0.
(41) Byron Pope Board Member	1.00	X						0.	0.	0.
(42) Alie Pruner Board Member	1.00	X						0.	0.	0.
(43) Ron Rand Board Member	1.00	X						0.	0.	0.
(44) Tim Roberts Board Member	1.00	X						0.	0.	0.
(45) Bas Solleveld Board Member	1.00	X						0.	0.	0.
(46) Macey Stokes Board Member	1.00	X						0.	0.	0.
Total to Part VII, Section A, line 1c .....										



**Part VIII Statement of Revenue**

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

			(A)	(B)	(C)	(D)	
			Total revenue	Related or exempt function revenue	Unrelated business revenue	Revenue excluded from tax under sections 512 - 514	
Contributions, Gifts, Grants and Other Similar Amounts	<b>1 a</b> Federated campaigns	<b>1a</b>					
	<b>b</b> Membership dues	<b>1b</b>	7,418,011.				
	<b>c</b> Fundraising events	<b>1c</b>	1,567,459.				
	<b>d</b> Related organizations	<b>1d</b>					
	<b>e</b> Government grants (contributions)	<b>1e</b>	17,461,519.				
	<b>f</b> All other contributions, gifts, grants, and similar amounts not included above	<b>1f</b>	11,433,479.				
	<b>g</b> Noncash contributions included in lines 1a-1f	<b>1g</b>	\$ 425,743.				
	<b>h Total.</b> Add lines 1a-1f			37,880,468.			
Program Service Revenue	<b>2 a</b> Admission fees	<b>Business Code</b>	900099	17,936,166.	17,936,166.		
	<b>b</b> City management fee		561499	10,461,221.	10,461,221.		
	<b>c</b> Educ. progr. & events		611600	9,574,845.	9,574,845.		
	<b>d</b> Concessions		722210	5,121,786.	5,121,786.		
	<b>e</b>						
	<b>f</b> All other program service revenue						
	<b>g Total.</b> Add lines 2a-2f			43,094,018.			
Other Revenue	<b>3</b> Investment income (including dividends, interest, and other similar amounts)			705,259.		1,840.	703,419.
	<b>4</b> Income from investment of tax-exempt bond proceeds						
	<b>5</b> Royalties						
	<b>6 a</b> Gross rents	<b>6a</b>	(i) Real				
			(ii) Personal				
	<b>b</b> Less: rental expenses	<b>6b</b>					
	<b>c</b> Rental income or (loss)	<b>6c</b>					
	<b>d</b> Net rental income or (loss)						
	<b>7 a</b> Gross amount from sales of assets other than inventory	<b>7a</b>	(i) Securities	17,209,675.	19,130.		
			(ii) Other				
	<b>b</b> Less: cost or other basis and sales expenses	<b>7b</b>	14,415,332.	0.			
<b>c</b> Gain or (loss)	<b>7c</b>	2,794,343.	19,130.				
<b>d</b> Net gain or (loss)			2,813,473.			2,813,473.	
<b>8 a</b> Gross income from fundraising events (not including \$ 1,567,459. of contributions reported on line 1c). See Part IV, line 18	<b>8a</b>		340,994.				
			345,420.				
<b>b</b> Less: direct expenses	<b>8b</b>						
<b>c</b> Net income or (loss) from fundraising events			-4,426.			-4,426.	
<b>9 a</b> Gross income from gaming activities. See Part IV, line 19	<b>9a</b>						
<b>b</b> Less: direct expenses	<b>9b</b>						
<b>c</b> Net income or (loss) from gaming activities							
<b>10 a</b> Gross sales of inventory, less returns and allowances	<b>10a</b>						
<b>b</b> Less: cost of goods sold	<b>10b</b>						
<b>c</b> Net income or (loss) from sales of inventory							
Miscellaneous Revenue	<b>11 a</b>	<b>Business Code</b>					
	<b>b</b>						
	<b>c</b>						
	<b>d</b> All other revenue						
	<b>e Total.</b> Add lines 11a-11d						
<b>12 Total revenue.</b> See instructions			84,488,792.	43,094,018.	1,840.	3,512,466.	

**Part IX Statement of Functional Expenses**

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

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

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
<b>1</b> Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 ...	862,670.	862,670.		
<b>2</b> Grants and other assistance to domestic individuals. See Part IV, line 22 .....	12,500.	12,500.		
<b>3</b> Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16 .....	1,480,904.	1,480,904.		
<b>4</b> Benefits paid to or for members .....				
<b>5</b> Compensation of current officers, directors, trustees, and key employees .....	975,172.	449,956.	341,589.	183,627.
<b>6</b> Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) .....				
<b>7</b> Other salaries and wages .....	19,445,778.	16,518,934.	1,152,721.	1,774,123.
<b>8</b> Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	317,566.	269,743.	18,295.	29,528.
<b>9</b> Other employee benefits .....	2,297,818.	1,941,469.	164,667.	191,682.
<b>10</b> Payroll taxes .....	1,526,736.	1,304,547.	83,970.	138,219.
<b>11</b> Fees for services (nonemployees):				
<b>a</b> Management .....				
<b>b</b> Legal .....	3,136.		3,136.	
<b>c</b> Accounting .....	38,259.		38,259.	
<b>d</b> Lobbying .....				
<b>e</b> Professional fundraising services. See Part IV, line 17	120,000.			120,000.
<b>f</b> Investment management fees .....	142,148.		142,148.	
<b>g</b> Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.)	3,656,691.	3,045,395.	385,186.	226,110.
<b>12</b> Advertising and promotion .....	1,197,748.	1,193,375.	2,006.	2,367.
<b>13</b> Office expenses .....	866,936.	602,319.	31,323.	233,294.
<b>14</b> Information technology .....	739,358.	555,557.	85,333.	98,468.
<b>15</b> Royalties .....				
<b>16</b> Occupancy .....	1,439,671.	1,438,961.	342.	368.
<b>17</b> Travel .....	77,108.	76,577.		531.
<b>18</b> Payments of travel or entertainment expenses for any federal, state, or local public officials ...				
<b>19</b> Conferences, conventions, and meetings .....	250,917.	170,138.	6,039.	74,740.
<b>20</b> Interest .....	9,436.		9,436.	
<b>21</b> Payments to affiliates .....				
<b>22</b> Depreciation, depletion, and amortization .....	9,399,451.	9,399,451.		
<b>23</b> Insurance .....	699,507.	607,966.	46,634.	44,907.
<b>24</b> Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
<b>a</b> Supplies	1,896,407.	1,886,063.		10,344.
<b>b</b> Grounds/events	408,638.	408,638.		
<b>c</b> Equipment expense	331,395.	314,044.	14,144.	3,207.
<b>d</b> Printing & publications	237,252.	117,173.	29,760.	90,319.
<b>e</b> All other expenses				
<b>25</b> Total functional expenses. Add lines 1 through 24e	48,433,202.	42,656,380.	2,554,988.	3,221,834.
<b>26</b> Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.				

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

**Part X Balance Sheet**

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

		(A) Beginning of year		(B) End of year
<b>Assets</b>	<b>1</b> Cash - non-interest-bearing .....	16,009,773.	<b>1</b>	24,370,270.
	<b>2</b> Savings and temporary cash investments .....	15,005,752.	<b>2</b>	9,570,999.
	<b>3</b> Pledges and grants receivable, net .....	58,605,138.	<b>3</b>	54,323,635.
	<b>4</b> Accounts receivable, net .....	612,130.	<b>4</b>	1,169,979.
	<b>5</b> Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons .....		<b>5</b>	
	<b>6</b> Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B) .....		<b>6</b>	
	<b>7</b> Notes and loans receivable, net .....		<b>7</b>	
	<b>8</b> Inventories for sale or use .....	110,818.	<b>8</b>	109,211.
	<b>9</b> Prepaid expenses and deferred charges .....	817,235.	<b>9</b>	1,138,058.
	<b>10a</b> Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D .....	<b>10a</b> 273,226,950.		
	<b>b</b> Less: accumulated depreciation .....	<b>10b</b> 84,045,994.		
	<b>11</b> Investments - publicly traded securities .....	168,517,293.	<b>10c</b>	189,180,956.
	<b>12</b> Investments - other securities. See Part IV, line 11 .....	23,994,995.	<b>11</b>	45,403,943.
	<b>13</b> Investments - program-related. See Part IV, line 11 .....	1,868,770.	<b>12</b>	2,195,626.
	<b>14</b> Intangible assets .....		<b>13</b>	
	<b>15</b> Other assets. See Part IV, line 11 .....		<b>14</b>	
<b>16</b> <b>Total assets.</b> Add lines 1 through 15 (must equal line 33) .....	285,541,904.	<b>15</b>	327,462,677.	
<b>17</b> Accounts payable and accrued expenses .....	13,254,624.	<b>16</b>	327,462,677.	
<b>18</b> Grants payable .....		<b>17</b>	12,183,560.	
<b>19</b> Deferred revenue .....	9,219,489.	<b>18</b>		
<b>20</b> Tax-exempt bond liabilities .....		<b>19</b>	5,373,053.	
<b>21</b> Escrow or custodial account liability. Complete Part IV of Schedule D .....	60,379.	<b>20</b>		
<b>22</b> Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons .....		<b>21</b>		
<b>23</b> Secured mortgages and notes payable to unrelated third parties .....	13,250,789.	<b>22</b>		
<b>24</b> Unsecured notes and loans payable to unrelated third parties .....		<b>23</b>	25,330,832.	
<b>25</b> Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D .....	0.	<b>24</b>		
<b>26</b> <b>Total liabilities.</b> Add lines 17 through 25 .....	35,785,281.	<b>25</b>	525,185.	
<b>27</b> <b>Organizations that follow FASB ASC 958, check here</b> <input checked="" type="checkbox"/> <b>and complete lines 27, 28, 32, and 33.</b>		<b>26</b>	43,412,630.	
<b>28</b> Net assets without donor restrictions .....	182,264,146.			
<b>29</b> Net assets with donor restrictions .....	67,492,477.			
<b>30</b> <b>Organizations that do not follow FASB ASC 958, check here</b> <input type="checkbox"/> <b>and complete lines 29 through 33.</b>				
<b>31</b> Capital stock or trust principal, or current funds .....		<b>27</b>	210,577,483.	
<b>32</b> Paid-in or capital surplus, or land, building, or equipment fund .....		<b>28</b>	73,472,564.	
<b>33</b> Retained earnings, endowment, accumulated income, or other funds .....		<b>29</b>		
<b>34</b> Total net assets or fund balances .....	249,756,623.	<b>30</b>		
<b>35</b> Total liabilities and net assets/fund balances .....	285,541,904.	<b>31</b>		
		<b>32</b>	284,050,047.	
		<b>33</b>	327,462,677.	

**Part XI Reconciliation of Net Assets**

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

<b>1</b>	Total revenue (must equal Part VIII, column (A), line 12)	<b>1</b>	84,488,792.
<b>2</b>	Total expenses (must equal Part IX, column (A), line 25)	<b>2</b>	48,433,202.
<b>3</b>	Revenue less expenses. Subtract line 2 from line 1	<b>3</b>	36,055,590.
<b>4</b>	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	<b>4</b>	249,756,623.
<b>5</b>	Net unrealized gains (losses) on investments	<b>5</b>	-1,236,981.
<b>6</b>	Donated services and use of facilities	<b>6</b>	
<b>7</b>	Investment expenses	<b>7</b>	
<b>8</b>	Prior period adjustments	<b>8</b>	
<b>9</b>	Other changes in net assets or fund balances (explain on Schedule O)	<b>9</b>	-525,185.
<b>10</b>	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	<b>10</b>	284,050,047.

**Part XII Financial Statements and Reporting**

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

- 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.
- 2a** Were the organization's financial statements compiled or reviewed by an independent accountant? \_\_\_\_\_  
If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:  
 Separate basis  Consolidated basis  Both consolidated and separate basis
- b** Were the organization's financial statements audited by an independent accountant? \_\_\_\_\_  
If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both:  
 Separate basis  Consolidated basis  Both consolidated and separate basis
- c** If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? \_\_\_\_\_  
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? \_\_\_\_\_
- 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 \_\_\_\_\_

	Yes	No
<b>2a</b>		X
<b>2b</b>	X	
<b>2c</b>	X	
<b>3a</b>	X	
<b>3b</b>	X	



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

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

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .....	33,435,509.	65,803,520.	32,441,395.	27,412,831.	37,880,468.	196,973,723.
<b>2</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf .....						
<b>3</b> The value of services or facilities furnished by a governmental unit to the organization without charge .....						
<b>4 Total.</b> Add lines 1 through 3 .....	33,435,509.	65,803,520.	32,441,395.	27,412,831.	37,880,468.	196,973,723.
<b>5</b> The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) .....						51,809,005.
<b>6 Public support.</b> Subtract line 5 from line 4.						145,164,718.

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
<b>7</b> Amounts from line 4 .....	33,435,509.	65,803,520.	32,441,395.	27,412,831.	37,880,468.	196,973,723.
<b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources .....	536,064.	538,598.	601,681.	425,958.	705,259.	2,807,560.
<b>9</b> Net income from unrelated business activities, whether or not the business is regularly carried on .....				52,558.		52,558.
<b>10</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) .....						
<b>11 Total support.</b> Add lines 7 through 10						199,833,841.
<b>12</b> Gross receipts from related activities, etc. (see instructions) .....					12	183,459,508.
<b>13 First 5 years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> .....						<input type="checkbox"/>

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

<b>14</b> Public support percentage for 2021 (line 6, column (f), divided by line 11, column (f)) .....	<b>14</b>	72.64 %
<b>15</b> Public support percentage from 2020 Schedule A, Part II, line 14 .....	<b>15</b>	67.84 %
<b>16a 33 1/3% support test - 2021.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization .....		<input checked="" type="checkbox"/>
<b>b 33 1/3% support test - 2020.</b> If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization .....		<input type="checkbox"/>
<b>17a 10% -facts-and-circumstances test - 2021.</b> If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization .....		<input type="checkbox"/>
<b>b 10% -facts-and-circumstances test - 2020.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization .....		<input type="checkbox"/>
<b>18 Private foundation.</b> If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions .....		<input type="checkbox"/>



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

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

**Section A. Public Support**

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

**Section B. Total Support**

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

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

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

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

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

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

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

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

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

**Part IV Supporting Organizations**

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

**Section A. All Supporting Organizations**

	Yes	No
<b>1</b> Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
<b>2</b> Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
<b>3a</b> Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer lines 3b and 3c below.</i>		
<b>b</b> Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
<b>c</b> Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
<b>4a</b> Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.</i>		
<b>b</b> Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
<b>c</b> Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
<b>5a</b> Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
<b>b Type I or Type II only.</b> Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
<b>c Substitutions only.</b> Was the substitution the result of an event beyond the organization's control?		
<b>6</b> Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
<b>7</b> Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
<b>8</b> Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
<b>9a</b> Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
<b>b</b> Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
<b>c</b> Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
<b>10a</b> Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>		
<b>b</b> Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

**Part IV Supporting Organizations** (continued)

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

**Section B. Type I Supporting Organizations**

	Yes	No
<b>1</b> 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? <i>If "No," describe in Part VI 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.</i>		
<b>2</b> Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.</i>		

**Section C. Type II Supporting Organizations**

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

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

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

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

<b>1</b> Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).		
<b>a</b> <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.		
<b>b</b> <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.		
<b>c</b> <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a governmental entity (see instructions).		
<b>2</b> Activities Test. Answer lines 2a and 2b below.		
<b>a</b> Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i>		
<b>b</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? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i>		
<b>3</b> Parent of Supported Organizations. Answer lines 3a and 3b below.		
<b>a</b> Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>If "Yes" or "No" provide details in Part VI.</i>		
<b>b</b> Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>		

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

- 1  Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 ( *explain in Part VI*). **See instructions.**  
All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

<b>Section A - Adjusted Net Income</b>		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3.	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	<b>Adjusted Net Income</b> (subtract lines 5, 6, and 7 from line 4)	8	

<b>Section B - Minimum Asset Amount</b>		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	<b>Total</b> (add lines 1a, 1b, and 1c)	1d	
e	<b>Discount</b> claimed for blockage or other factors ( <i>explain in detail in Part VI</i> ):		
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	<b>Minimum Asset Amount</b> (add line 7 to line 6)	8	

<b>Section C - Distributable Amount</b>			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	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

Schedule A (Form 990) 2021

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

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

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



**Schedule B**  
**(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Schedule of Contributors**

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

OMB No. 1545-0047

**2021**

Name of the organization

Houston Zoo, Inc.

Employer identification number

74-1590271

Organization type (check one):

**Filers of:**

**Section:**

Form 990 or 990-EZ

501(c)( 3 ) (enter number) organization

4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

527 political organization

Form 990-PF

501(c)(3) exempt private foundation

4947(a)(1) nonexempt charitable trust treated as a private foundation

501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

**Note:** Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

**General Rule**

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

**Special Rules**

For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** \$5,000; or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 exclusively for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year ..... ▶ \$ \_\_\_\_\_

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

Name of organization  Houston Zoo, Inc.	Employer identification number  74-1590271
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**Part I Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	_____ _____ _____	\$ 1,005,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2	_____ _____ _____	\$ 1,000,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
3	_____ _____ _____	\$ 1,000,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
4	_____ _____ _____	\$ 1,000,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
5	_____ _____ _____	\$ 10,000,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
6	_____ _____ _____	\$ 7,216,011.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)



Name of organization  Houston Zoo, Inc.	Employer identification number  74-1590271
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**Part II Noncash Property** (see instructions). Use duplicate copies of Part II if additional space is needed.

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

Name of organization  Houston Zoo, Inc.	Employer identification number  74-1590271
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**Part III** Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of **\$1,000 or less** for the year. (Enter this info. once.) ▶ \$ \_\_\_\_\_  
Use duplicate copies of Part III if additional space is needed.

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

SCHEDULE D (Form 990)

Department of the Treasury Internal Revenue Service

Supplemental Financial Statements

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

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

OMB No. 1545-0047

2021

Open to Public Inspection

Name of the organization Houston Zoo, Inc. Employer identification number 74-1590271

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include total number at end of year, aggregate value of contributions, grants, and end of year, and two Yes/No questions regarding donor property and grant fund usage.

Part II Conservation Easements. Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

Form with multiple sections: 1. Purpose(s) of conservation easements (checkboxes for land, habitat, open space, historic area, structure). 2. Conservation contribution details (2a-2d table). 3-7. Monitoring and enforcement details. 8-9. Reporting requirements.

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.

Form with sections 1a-1b and 2. 1a: Reporting on revenue and assets for public service. 1b: Reporting on revenue and assets for public service with amounts. 2: Reporting on revenue and assets for financial gain with amounts.

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

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

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

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

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

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance	17,433,313.	15,227,888.	11,709,422.	12,473,441.	10,825,755.
b Contributions	2,329,999.	718,500.	1,292,829.	33,368.	9,000.
c Net investment earnings, gains, and losses	2,233,452.	1,951,269.	2,407,539.	-711,865.	1,710,324.
d Grants or scholarships					
e Other expenditures for facilities and programs	425,469.	368,500.	93,982.	8,200.	
f Administrative expenses	119,009.	95,844.	87,920.	77,322.	71,638.
g End of year balance	21,452,286.	17,433,313.	15,227,888.	11,709,422.	12,473,441.

- 2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:
- a Board designated or quasi-endowment  59.3300 %
  - b Permanent endowment  16.9800 %
  - c Term endowment  23.6900 %
- The percentages on lines 2a, 2b, and 2c should equal 100%.
- 3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:
- |   | Yes                      | No                                  |
|---|--------------------------|-------------------------------------|
| (i) Unrelated organizations   |                          | <input checked="" type="checkbox"/> |
| (ii) Related organizations  |                          | <input checked="" type="checkbox"/> |
| b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            |
- 4 Describe in Part XIII the intended uses of the organization's endowment funds.

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

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

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements		199,607,187.	70,404,668.	129,202,519.
d Equipment		15,871,883.	13,641,326.	2,230,557.
e Other		57,747,880.		57,747,880.
<b>Total.</b> Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				189,180,956.

**Part VII Investments - Other Securities.**

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

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

**Part VIII Investments - Program Related.**

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

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
<b>Total.</b> (Col. (b) must equal Form 990, Part X, col. (B) line 13.) ▶		

**Part IX Other Assets.**

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

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

**Part X Other Liabilities.**

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

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) Derivative agreement	525,185.
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 25.) ▶	525,185.

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII ...

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

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

<b>1</b>	Total revenue, gains, and other support per audited financial statements	<b>1</b>	83,234,509.
<b>2</b>	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
<b>a</b>	Net unrealized gains (losses) on investments	<b>2a</b>	-1,236,981.
<b>b</b>	Donated services and use of facilities	<b>2b</b>	124,846.
<b>c</b>	Recoveries of prior year grants	<b>2c</b>	
<b>d</b>	Other (Describe in Part XIII.)	<b>2d</b>	
<b>e</b>	Add lines <b>2a</b> through <b>2d</b>	<b>2e</b>	-1,112,135.
<b>3</b>	Subtract line <b>2e</b> from line <b>1</b>	<b>3</b>	84,346,644.
<b>4</b>	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b	<b>4a</b>	142,148.
<b>b</b>	Other (Describe in Part XIII.)	<b>4b</b>	
<b>c</b>	Add lines <b>4a</b> and <b>4b</b>	<b>4c</b>	142,148.
<b>5</b>	Total revenue. Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 12.)	<b>5</b>	84,488,792.

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

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

<b>1</b>	Total expenses and losses per audited financial statements	<b>1</b>	48,415,900.
<b>2</b>	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
<b>a</b>	Donated services and use of facilities	<b>2a</b>	124,846.
<b>b</b>	Prior year adjustments	<b>2b</b>	
<b>c</b>	Other losses	<b>2c</b>	
<b>d</b>	Other (Describe in Part XIII.)	<b>2d</b>	
<b>e</b>	Add lines <b>2a</b> through <b>2d</b>	<b>2e</b>	124,846.
<b>3</b>	Subtract line <b>2e</b> from line <b>1</b>	<b>3</b>	48,291,054.
<b>4</b>	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b	<b>4a</b>	142,148.
<b>b</b>	Other (Describe in Part XIII.)	<b>4b</b>	
<b>c</b>	Add lines <b>4a</b> and <b>4b</b>	<b>4c</b>	142,148.
<b>5</b>	Total expenses. Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 18.)	<b>5</b>	48,433,202.

**Part XIII Supplemental Information.**

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Part III, line 1a:

In accordance with industry practice, the Houston Zoo does not capitalize

animal and horticultural collections; acquisitions are reported as

expenditures in the period of acquisition. The Houston Zoo is responsible

for the health and welfare of its animal and horticultural collections.

The Houston Zoo maintains records of its collections and any exchanges

with other organizations. Under the direction of the Board of Directors,

the President, and the curatorial staff, collections continue to be cared

for, used, and expanded. In 2021 and 2020, the Houston Zoo expended

approximately \$43,000 and \$9,100, respectively, to expand its collections.

In an ongoing commitment to enhance worldwide reproduction and

**Part XIII Supplemental Information** (continued)

conservation of animals, the Houston Zoo exchanges animals with other organizations. Consistent with industry practice, the Houston Zoo does not record any liability for such exchange arrangements as generally these arrangements are without monetary consideration.

Part III, line 4:

The Houston Zoo is a conservation, education, and recreation organization dedicated to the reproduction, protection, and exhibition of animals in their habitats. The Houston Zoo provides a fun, unique and inspirational experience fostering appreciation, knowledge and care for the natural world.

Part IV, line 2b:

In prior years, the Zoo held funds on behalf of the International Union for the Conservation of Nature (IUCN) Tapir Specialist Group (TSG), which studies tapirs and their habitat in order to gain a better understanding of their biology and promote their long-term survival in the wild. TSG has no mechanism for managing incoming or outgoing funds in the United States. Donors who wish to support TSG previously made donations to the Houston Zoo on behalf of TSG which the Zoo held until the TSG Chair requested funding for travel, fieldwork, or individual grants for work performed in Tapir range countries. As of 12/31/2021, the Zoo no longer held any custodial funds for TSG.

Part V, line 4:

The purpose of the endowment fund is to provide ongoing support for operating needs and program services that are consistent with the Houston Zoo's mission, and to provide for growth and expansion of programs and/or





**SCHEDULE F  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Statement of Activities Outside the United States**

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 14b, 15, or 16.

▶ Attach to Form 990.

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

OMB No. 1545-0047

**2021**

Open to Public Inspection

Name of the organization  Houston Zoo, Inc.	Employer identification number  74-1590271
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**Part I General Information on Activities Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 14b.

- For grantmakers.** Does the organization maintain records to substantiate the amount of its grants and other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? .....  **Yes**  **No**
- For grantmakers.** Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.
- Activities per Region.** (The following Part I, line 3 table can be duplicated if additional space is needed.)

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in the region	(d) Activities conducted in the region (by type) (such as, fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in the region	(f) Total expenditures for and investments in the region
East Asia and the Pacific	0	0	Program	Conservation	194,435.
Sub-Saharan Africa	0	0	Program	Conservation	1,012,120.
South America	0	0	Program	Conservation	218,106.
Central America and the Caribbean	0	0	Program	Conservation	56,243.
<b>3 a</b> Subtotal .....	0	0			1,480,904.
<b>b</b> Total from continuation sheets to Part I .....	0	0			0.
<b>c Totals</b> (add lines 3a and 3b) .....	0	0			1,480,904.

**Part II** **Grants and Other Assistance to Organizations or Entities Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Part II can be duplicated if additional space is needed.

1 (a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of noncash assistance	(h) Description of noncash assistance	(i) Method of valuation (book, FMV, appraisal, other)
		Central America and the Caribbean	Redesign, Construction of St. Vincent's Wildlife Aviary	51,820.	Wire	0.		
		East Asia and the Pacific	Pangolin Conservation Program	10,175.	Wire	0.		
		East Asia and the Pacific	Support For Hutan Kinabatangan Orangutan Conservation	80,000.	Wire	0.		
		East Asia and the Pacific	Painted Terrapin Project	25,000.	Wire	0.		
		South America	PI For Galapagos Tortoise Movement Ecology Program	66,500.	Wire	0.		
		South America	Funding For Giant Otter Project Pantanal	45,000.	Wire	0.		
		South America	Anteaters, Highway Project; Giant Armadillo Program	50,000.	Wire	0.		
		South America	Lowland Tapir Conservation	53,500.	Wire	0.		

2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as a tax exempt 501(c)(3) organization by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter ..... ► 15

3 Enter total number of other organizations or entities ..... ►

<b>Part II</b> Continuation of Grants and Other Assistance to Organizations or Entities Outside the United States. (Schedule F (Form 990), Part II, line 1)								
<b>1</b> <b>(a)</b> Name of organization	<b>(b)</b> IRS code section and EIN (if applicable)	<b>(c)</b> Region	<b>(d)</b> Purpose of grant	<b>(e)</b> Amount of cash grant	<b>(f)</b> Manner of cash disbursement	<b>(g)</b> Amount of non-cash assistance	<b>(h)</b> Description of non-cash assistance	<b>(i)</b> Method of valuation (book, FMV, appraisal, other)
		Sub-Saharan Africa	Heritage-Turambe Operating Support, Salaries	45,000.	Wire	0.		
		Sub-Saharan Africa	Lemur Conservation, Community Health Program	120,000.	Wire	0.		
		Sub-Saharan Africa	Hirola, Giraffe Conservation Program	100,200.	Wire	0.		
		Sub-Saharan Africa	Rhino Rangers, Community Development Program	65,000.	Wire	0.		
		Sub-Saharan Africa	African Crowned Crane and Fruit Bat Programs	102,000.	Wire	0.		
		Sub-Saharan Africa	Vehicles for Madagascar Primate Research	31,878.	Wire	0.		
		Sub-Saharan Africa	Niassa Lion Program	493,454.	Wire	0.		

**Part III Grants and Other Assistance to Individuals Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 16.

Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Region	(c) Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of noncash assistance	(g) Description of noncash assistance	(h) Method of valuation (book, FMV, appraisal, other)
Conservation support	East Asia and the Pacific	2	75,000.	Wire transfer	0.		
Conservation support	Sub-Saharan Africa	2	50,000.	Wire transfer	0.		
Conservation support	South America	1	1,250.	Wire transfer	0.		

**Part IV Foreign Forms**

- 1 Was the organization a U.S. transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926)* .....  Yes  No
  
- 2 Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to separately file Form 3520, Annual Return To Report Transactions With Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A; don't file with Form 990)* .....  Yes  No
  
- 3 Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons With Respect to Certain Foreign Corporations (see Instructions for Form 5471)* .....  Yes  No
  
- 4 Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund (see Instructions for Form 8621)* .....  Yes  No
  
- 5 Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons With Respect to Certain Foreign Partnerships (see Instructions for Form 8865)* .....  Yes  No
  
- 6 Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to separately file Form 5713, International Boycott Report (see Instructions for Form 5713; don't file with Form 990)* .....  Yes  No

**Part V Supplemental Information**

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information. See instructions.

Part I, Line 2:

The Houston Zoo's selection standards for awarding grants are based on our mission statement goals and long term development of regional programs. We do not solicit proposals nor do we have a formal process for receiving and evaluating grant requests. Instead we actively seek out projects that fit the guidelines of the Zoo's Wildlife Conservation Program (see Part III, Line 4b). We then meet with the researchers to see how well they fit with our Zoo. We do not spend much money up front until we are satisfied that the researchers will communicate and interact with the Zoo (web, media, reports, speaker requests, articles, etc.), and their research program is sustainable over the next 1-3 years that we intend to partner with them. We monitor their progress through periodic site visits where practicable and request that they provide periodic reports of activities.

**SCHEDULE G  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

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

OMB No. 1545-0047

**2021**

Open to Public Inspection

Name of the organization: **Houston Zoo, Inc.** Employer identification number: **74-1590271**

**Part I Fundraising Activities.** Complete if the organization answered "Yes" on Form 990, Part IV, line 17. Form 990-EZ filers are not required to complete this part.

- 1 Indicate whether the organization raised funds through any of the following activities. Check all that apply.
- a  Mail solicitations
  - b  Internet and email solicitations
  - c  Phone solicitations
  - d  In-person solicitations
  - e  Solicitation of non-government grants
  - f  Solicitation of government grants
  - g  Special fundraising events
- 2 a Did the organization have a written or oral agreement with any individual (including officers, directors, trustees, or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services?  Yes  No
- b If "Yes," list the 10 highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least \$5,000 by the organization.

(i) Name and address of individual or entity (fundraiser)	(ii) Activity	(iii) Did fundraiser have custody or control of contributions?		(iv) Gross receipts from activity	(v) Amount paid to (or retained by) fundraiser listed in col. (i)	(vi) Amount paid to (or retained by) organization
		Yes	No			
Sterling Associates - 55 Waugh Dr #601, Houston, TX	Centennial campaign		X	5,904,174.	120,000.	5,784,174.
<b>Total</b>				5,904,174.	120,000.	5,784,174.

- 3 List all states in which the organization is registered or licensed to solicit contributions or has been notified it is exempt from registration or licensing.

TX

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Part II 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 (add col. (a) through col. (c))
		Zoo Ball (event type)	(event type)	None (total number)	
Revenue	<b>1</b> Gross receipts .....	1,908,453.			1,908,453.
	<b>2</b> Less: Contributions .....	1,567,459.			1,567,459.
	<b>3</b> Gross income (line 1 minus line 2) .....	340,994.			340,994.
Direct Expenses	<b>4</b> Cash prizes .....				
	<b>5</b> Noncash prizes .....				
	<b>6</b> Rent/facility costs .....				
	<b>7</b> Food and beverages .....	130,198.			130,198.
	<b>8</b> Entertainment .....	5,815.			5,815.
	<b>9</b> Other direct expenses .....	209,407.			209,407.
	<b>10</b> Direct expense summary. Add lines 4 through 9 in column (d) .....				345,420.
<b>11</b> Net income summary. Subtract line 10 from line 3, column (d) .....				-4,426.	

**Part III Gaming.** Complete if the organization answered "Yes" on Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

		(a) Bingo	(b) Pull tabs/instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (add col. (a) through col. (c))
Revenue	<b>1</b> Gross revenue .....				
Direct Expenses	<b>2</b> Cash prizes .....				
	<b>3</b> Noncash prizes .....				
	<b>4</b> Rent/facility costs .....				
	<b>5</b> Other direct expenses .....				
	<b>6</b> Volunteer labor .....	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	
	<b>7</b> Direct expense summary. Add lines 2 through 5 in column (d) .....				
	<b>8</b> Net gaming income summary. Subtract line 7 from line 1, column (d) .....				

**9** Enter the state(s) in which the organization conducts gaming activities: \_\_\_\_\_

**a** Is the organization licensed to conduct gaming activities in each of these states?  Yes  No

**b** If "No," explain: \_\_\_\_\_

**10a** Were any of the organization's gaming licenses revoked, suspended, or terminated during the tax year?  Yes  No

**b** If "Yes," explain: \_\_\_\_\_



- 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:
 

a The organization's facility	13a	%
b An outside facility	13b	%
- 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 ▶ \$ \_\_\_\_\_
- c 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:

- a 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 spent in the organization's own exempt activities during the tax year ▶ \$ \_\_\_\_\_

**Part IV Supplemental Information.** Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions.

Schedule G, Part I, Line 2b, List of Ten Highest Paid Fundraisers:

(i) Name of Fundraiser: Sterling Associates

(i) Address of Fundraiser: 55 Waugh Dr #601, Houston, TX 77007



**SCHEDULE I  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

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

▶ **Attach to Form 990.**

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

OMB No. 1545-0047

**2021**

**Open to Public  
Inspection**

Name of the organization Houston Zoo, Inc. Employer identification number 74-1590271

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

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

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

<b>1 (a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC section (if applicable)	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of noncash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of noncash assistance	<b>(h)</b> Purpose of grant or assistance
Baylor College of Medicine PO Box 301207 Dallas, TX 75303	74-1613878	501(c)(3)	392,300.	0.			EEHV Research Project
Conservation Breeding Specialist Group - 12101 Johnny Cake Ridge Rd - Apple Valley, MN 55124	41-1719362	501(c)(3)	10,000.	0.			Operating Support - Breeding
Dian Fossey Gorilla Fund Int'l. 800 Cherokee Ave SE Atlanta, GA 30315	52-1118866	501(c)(3)	25,000.	0.			Operating Support
Ecology Project International 315 S 4th St E Missoula, MT 59801	91-2163952	501(c)(3)	106,500.	0.			Galapagos Educational Program
International Crane Foundation E 11376 Shady Lane Rd Baraboo, WI 53913	39-1187711	501(c)(3)	25,000.	0.			Whooping Crane Recovery Support
Mountain Gorilla Veterinary Project - PO Box 356 - Davis, CA 95617	06-1752363	501(c)(3)	125,000.	0.			Operating Support

- 2** Enter total number of section 501(c)(3) and government organizations listed in the line 1 table ▶ 9
- 3** Enter total number of other organizations listed in the line 1 table ▶

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

Schedule I (Form 990) 2021

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

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
University of California - Davis 1089 Veterinary Medicine Dr Davis, CA 95616	94-6036494	501(c)(3)	80,000.	0.			Latin American Program
Wildlife Conservation Network 209 Mississippi St San Francisco, CA 94107	30-0108469	501(c)(3)	69,280.	0.			Various Conservation Projects
Wildlife Guardians PO Box 2378 Alexandria, VA 22301	36-4712624	501(c)(3)	11,650.	0.			Operating Support

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

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
Conservation research support	1	12,500.	0.		

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

Part I, Line 2:

The Houston Zoo's selection criteria for awarding grants are based on our mission statement goals and long term development of regional programs. We do not solicit proposals nor do we have a formal process for receiving and evaluating grant requests. Instead we actively seek out projects that fit the areas of interest of the Zoo's leadership and staff. We then meet with the researchers to see how well they fit with our Zoo. We do not spend much money up front until we are satisfied that they will communicate and interact with the Zoo (web, media, reports, speaker requests, articles,

**Part IV Supplemental Information**

etc.) and their research program is sustainable over the next 1-3 years

that we intend to partner with them. We monitor their progress through

periodic site visits where practicable and request periodic reports of

activities.

**SCHEDULE J  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Compensation Information**

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

OMB No. 1545-0047

**2021**

Open to Public Inspection

Name of the organization Houston Zoo, Inc.	Employer identification number 74-1590271
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**Part I Questions Regarding Compensation**

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

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

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

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

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

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

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

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

- a** The organization? ..... **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:

- a** 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 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**

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

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

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.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1) Lee Ehmke President & CEO	(i)	458,861.	154.	0.	5,760.	6,952.	471,727.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(2) Sheryl Kolasinski COO	(i)	257,987.	654.	0.	3,988.	8,417.	271,046.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(3) Jeri Nordbrock CFO	(i)	225,576.	154.	0.	4,190.	2,478.	232,398.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(4) Mark Van Wickler Exhibit Design Director	(i)	199,542.	652.	0.	3,724.	7,591.	211,509.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(5) Roberto Espinosa VP Development	(i)	177,735.	152.	0.	3,303.	9,416.	190,606.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(6) Trazanna Moreno VP Marketing	(i)	185,269.	152.	0.	3,443.	1,671.	190,535.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(7) Scott Mestayer Technology Director	(i)	166,509.	3,652.	0.	3,235.	14,414.	187,810.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(8) Kristin Finney VP Human Resources	(i)	164,346.	152.	0.	3,055.	9,887.	177,440.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(9) James Hutchinson Director of Finance	(i)	156,206.	8,652.	0.	3,137.	1,465.	169,460.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							



**Part III** Supplemental Information

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

Part I, Line 4b:

Lee Ehmke participates in a 457(b) Top Hat plan. The contribution for 2021

was \$20,348.

**SCHEDULE M  
(Form 990)**

**Noncash Contributions**

OMB No. 1545-0047

**2021**

Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

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

Name of the organization **Houston Zoo, Inc.** Employer identification number **74-1590271**

**Part I Types of Property**

	(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining noncash contribution amounts
1 Art - Works of art				
2 Art - Historical treasures				
3 Art - Fractional interests				
4 Books and publications				
5 Clothing and household goods				
6 Cars and other vehicles				
7 Boats and planes				
8 Intellectual property				
9 Securities - Publicly traded	X	6	306,193.	FMV
10 Securities - Closely held stock				
11 Securities - Partnership, LLC, or trust interests				
12 Securities - Miscellaneous				
13 Qualified conservation contribution - Historic structures				
14 Qualified conservation contribution - Other				
15 Real estate - Residential				
16 Real estate - Commercial				
17 Real estate - Other				
18 Collectibles				
19 Food inventory				
20 Drugs and medical supplies				
21 Taxidermy				
22 Historical artifacts				
23 Scientific specimens				
24 Archeological artifacts				
25 Other ( Auction items )	X	58	70,021.	FMV
26 Other ( Food/beverage )	X	2	49,529.	FMV
27 Other ( )				
28 Other ( )				

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

	Yes	No
30a During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 28, that it must hold for at least three years from the date of the initial contribution, and which isn't required to be used for exempt purposes for the entire holding period?		X
b If "Yes," describe the arrangement in Part II.		
31 Does the organization have a gift acceptance policy that requires the review of any nonstandard contributions?	X	
32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions?		X
b If "Yes," describe in Part II.		
33 If the organization didn't report an amount in column (c) for a type of property for which column (a) is checked, describe in Part II.		



**SCHEDULE O  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**

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

▶ Attach to Form 990 or Form 990-EZ.

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

OMB No. 1545-0047

**2021**

Open to Public  
Inspection

Name of the organization

Houston Zoo, Inc.

Employer identification number

74-1590271

Form 990, Part III, Line 1, Description of Organization Mission:

Houston Zoo, Inc. (HZI) strives to be a zoo that practices exemplary  
animal care, delivers an outstanding guest experience, creates a  
workplace that instills respect and teamwork, provides learning  
opportunities, promotes conservation awareness, and inspires community  
support.

Form 990, Part III, Line 4a, Program Service Accomplishments:

Houston Zoo, Inc. is accredited by the Association of Zoos and  
Aquariums (AZA), America's leading accrediting organization for zoos  
and aquariums. AZA accredits only those institutions that have achieved  
the highest standards for animal and veterinary care, safety practices,  
education, wildlife conservation and science.

HZI is one of 241 AZA-accredited institutions -- essential to  
accomplishing its mission to connect communities with animals and  
inspire action to save wildlife. HZI achieves this guided by the  
following principles: 1) Be a zoo for all; 2) Provide exemplary animal  
care, assuring outstanding animal welfare; 3) Deliver a smart, fun,  
inspiring guest experience; 4) Be the leading environmental education  
resource in Texas; 5) Inspire broad community support and  
collaborations; 6) Change behaviors to help protect wildlife; 7) Create  
a workplace culture that embodies respect, empowerment, teamwork, and  
personal development; 8) Employ best business practices and sound  
financial management; 9) Ensure safety for guests, staff and the  
animals in our care; and 10) Operate sustainably and set an example for

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

Schedule O (Form 990) 2021

Name of the organization Houston Zoo, Inc.	Employer identification number 74-1590271
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others.

HZI's animal collection is among the largest and most well-rounded in the nation, providing our guests with opportunities to enjoy and learn about the diversity of the natural world. HZI's veterinary team is also among the best in the nation responsible for an ambitious preventive medicine program that includes routine health exams, vaccinations, and ongoing health surveillance. HZI is recognized as a leader in the global movement to save wildlife, including several Texas native species such as Attwater's Prairie Chicken, Houston Toad, Whooping Crane and Kemp Ridley Sea Turtle.

After a year of challenges due to the Covid-19 pandemic where HZI demonstrated its resilience to adversity, commitment to excellence and determination to preserve capital, during 2021, HZI was able to methodically return to more normalized operations, gradually reinvigorating onsite programs, reengaging volunteers eager to return to onsite activities, and reinvent special events. At the same time, HZI retained the most successful virtual audience engagement activities. HZI obtained Federal funding in the form of a Shuttered Venue Operating Grant and Employee Retention Tax Credits in addition to Animal Program Federal Funding.

HZI's Centennial Master Plan, a multi-year effort to construct conservation-minded, multi-species exhibits for the public and make critical improvements to its 100-year-old infrastructure, overcame pandemic-related construction challenges to complete the South American Pantanal exhibit. This immersive, 4.5-acre project (opened in October

Name of the organization Houston Zoo, Inc.	Employer identification number 74-1590271
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2020) highlights the extraordinary biological diversity of the world's largest freshwater wetland with multiple exhibits, featuring jaguars, giant anteaters, giant river otters, anacondas, and more, with a focus on conservation efforts in the Pantanal and HZI's multi-year support of those programs.

Under the guidance of the Houston Health Department, HZI also implemented wide-ranging protocols to mitigate Covid-19 transmission by protecting guests, staff and animals. Measures included timed ticket entry, contactless transactions, hand sanitizer throughout the grounds, physical distance signage, masking indoors and much more.

In keeping with its mission to be a "Zoo for All", the demographics of Zoo attendance continues to closely match the demographics of the City of Houston's population. HZI takes pride in its vital presence in the community and will continue to cultivate community engagement utilizing traditional marketing mediums (television, print, radio, outdoor) as well as digital and social media. Though attendance was limited due to pandemic-related capacity constraints, almost 25% of guests visited the Zoo free of charge or at a heavily discounted price through HZI's multifaceted approach to ensure all Houstonians, regardless of means, have access. Lone Star cardholding guests could bring 2 adults and 3 children for \$6 each (a 70% discount off regular price), and Military ID holding guests could bring up to 2 adults and 3 children at a 50% discount. 197,797 Lone Star Card and Military ID holding guests took advantage of these programs.

In 2010 HZI eliminated its original free days in favor of monthly free

Name of the organization Houston Zoo, Inc.	Employer identification number 74-1590271
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Tuesdays to eliminate problems created for the Texas Medical Center as

traffic gridlock on those days adversely affected emergency vehicle

access to emergency rooms. With this program, guests now have 12

opportunities to attend the Zoo for free over the course of a year.

During 2021, HZI provided free admission to 214,196 guests, mainly

during our monthly Free Tuesday day. Total gate attendance was

1,648,420 and our Zoo Lights celebration accounted for 261,411 guests

during 2021.

HZI Community Support consists of adult volunteer, Junior League, and

Master Naturalist volunteer hours. In 2021, 313 adult volunteers

donated 18,946 hours to HZI by participating in activities from animal

care and horticulture to administration, event support, education, and

conservation. Volunteers kept 188 lbs of single-use plastic out of the

environment through Take Action at Home challenges, which proved an

effective way to engage volunteers who weren't able to be on grounds

due to the pandemic.

Form 990, Part III, Line 4b, Program Service Accomplishments:

HZI's Wildlife Conservation Program is a critical mission component and

connects communities with animals to inspire wildlife-saving action. In

2021, HZI's Wildlife Conservation Program supported 27 partnerships

protecting wildlife in 16 countries, including the United States,

Central and South America, the Galapagos Islands, Africa, and Asia.

Regionally, HZI worked with local, state and federal organizations and

local communities to support wildlife and habitat research and

conservation measures. Reintroduction programs for the endangered

Name of the organization Houston Zoo, Inc.	Employer identification number 74-1590271
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Houston Toad included a nearly 1 million toad egg release in Bastrop County with USFWS and Texas State University partners. Work to reintroduce Texas's most critically endangered bird, the Attwater's Prairie Chicken, back into its native habitat continued at the Attwater's Prairie Chicken National Refuge in Sealy, TX. And 2021 marked HZI's fifth year of support for Whooping Crane recovery along the Central Texas coast. Efforts include habitat protection along with community outreach and awareness programs. All HZI conservation programs are based on long-term close working partnerships and include habitat protection along with community outreach and awareness programs to create the greatest possible impact. Local partners include Texas Parks and Wildlife Department, US Fish and Wildlife Service, Texas State University, NOAA Marine Fisheries, Texas A&M University at Galveston, Association of Zoos and Aquariums, Galveston Bay Foundation, Attwater's Prairie Chicken National Refuge, NASA's Johnson Space Center and many others.

Internationally, HZI's conservation efforts are focused on critical regions and species linked to the animals in its collection. This is accomplished through partnerships with leading conservationists, organizations, zoos, and aquariums around the world. The connection between HZI's partners and its collection is typified by the Pantanal exhibit's focus on efforts in Brazil to protect key species such as Tapirs, Giant Anteaters, Giant Otters, and Jaguars. By effectively communicating this connection, Zoo guests can see the purchase of their admission and memberships as critical support for wildlife across the globe. Another major focus is directed at reducing threats to wildlife affected by plastic pollution.



Name of the organization Houston Zoo, Inc.	Employer identification number 74-1590271
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## Form 990, Part III, Line 4c, Program Service Accomplishments:

The Houston Zoo's Conservation Education Department aims to ignite in all people a passion for lifelong learning and conservation by creating connections between guests and nature. Formal and informal education programs promote scientific inquiry through hands-on experiences with living plants and animals, leading to increased learning. During 2021, the Zoo's Conservation Education Department personnel conducted interpretive programs on the grounds reaching approximately 387,011 participants. After pivoting from in-person programming to virtual learning in 2020, staff gradually shifted to a hybrid in-person/virtual model in 2021 and plans for more in-person experiences for teens, campers, families, and early childhood audiences in 2022.

The Zoo's conservation education programs offer a continuum of learning from birth to adulthood including fee-based educational programs, on-site live interpretation, adult volunteers, and interpretive planning. Fee-based programs include family programs, early childhood programs, teen programs, summer camp, and overnights. Camp Zoofari, a popular summer program at the Zoo, provides ages 6-14 with immersive experiences led by our professional camp guides.

## Conservation Education Program Statistics:

Total persons served: 399,786 (includes onsite guest interactions by staff, teens and volunteer interpreters, pre-schedule fee-based programming)

A key guiding principle at HZI - to operate a "Zoo for All" - translated to 229 Summer Camp scholarships for free weeklong summer camp experience for need-based children ages 6-14. And while all school

Name of the organization Houston Zoo, Inc.	Employer identification number 74-1590271
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field trips were suspended due to pandemic-related school closures, HZI

offered free virtual learning experiences for Houston-area Saving

Wildlife Partnership Schools, as well as paid virtual school programs

for schools looking to supplement learning outcomes. Our Saving

Wildlife School Partnerships included over 1,331 students and

educators. Additionally, we provided 3 Zoo Crew teen college

scholarships in 2021.

Form 990, Part VI, Section A, line 7a:

Per the corporate documents, the Mayor of the City of Houston has the power

to appoint 20% of the Board of Directors.

Form 990, Part VI, Section B, line 11b:

Form 990 is reviewed by the CEO and the CFO. Once reviewed internally, the

Form is reviewed and approved by the Audit Committee. A copy of the Form is

provided to each Board member prior to filing with the IRS.

Form 990, Part VI, Section B, Line 12c:

The Zoo's Board of Directors has a conflict of interest policy to ensure

that both the Zoo and its directors and officers are protected from

concerns of conflict of interest. The policy asks the directors and

officers to disclose their relationship with other organizations or people

that might give rise to a situation in which the officer or director would

be subject to criticism for a conflict. Each year the Zoo asks its

directors and officers to complete and file a form with the Zoo to meet

this requirement. The Audit Committee Chair is responsible for the

oversight process and the Board Chair is responsible for addressing any

conflicts that may be disclosed in the process.

Name of the organization Houston Zoo, Inc.	Employer identification number 74-1590271
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Form 990, Part VI, Section B, Line 15:

The compensation of the President/CEO is determined by the Compensation Committee of the Board of Directors. The Committee reviews both comparable salaries for similar positions listed on other organizations' Form 990s as well as comparable position salaries in the American Zoological Association Salary Survey.

This process is followed for other officers and key employees as well.

Form 990, Part VI, Section C, Line 19:

These documents are provided upon request.

Form 990, Part XI, line 9, Changes in Net Assets:

Change in value of derivative agreement	-525,185.
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